JUNE 1955 1s. 6d.

# PERSONNEL MANAGEMENT & INDUSTRIAL EQUIPMENT

SAFETY • HEALTH • WELFARE • CANTEEN

**The Married Woman Goes Back to Work** *(see page 620)*

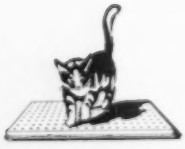
*He can't relax tomorrow*

Tomorrow for him means trying to deal with the company's business while smothered in the company's *noise*. Beginning as innocent little sounds made by telephone bells and accounting machines and the people in the office next door, *together* these sounds make *noise*. No one can work efficiently, think clearly, avoid irritation, when they have to fight against it. Everyone wants to get away from noise and stay away from it. Let Cullum sponge up noise, reduce sounds to a comfortable level. Call in Cullum straight away.

**Sound control by CULLUM**

THE ACOUSTIC CONSULTANTS AND CONTRACTORS

*Concessionnaires for* **ACOUSTI-CELOTEX**



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**£3. 13. 8½d list (incl. P.T.): that's all a Philips "Gear-less" fluorescent unit costs complete.** Because it is so low in cost, light in weight, and easy to install, more and more firms are fitting Philips "Gear-less" Fluorescent Lighting. It is available in all the standard colours.

## ADVANTAGES OF PHILIPS "GEAR-LESS" FLUORESCENT

- ★ Remarkably light in weight.
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- ★ Light output is actually equal to two 100-watt filament lamps for only 115-watt consumption.
- ★ Absolutely noiseless in operation.
- ★ Versatile too—fluorescent lamp and filament lamp can be installed separately or together.
- ★ With Deluxe Warm White lamp, Philips "Gear-less" gives perfect colour rendering for food displays.

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## "Gear-less" FLUORESCENT LIGHTING FROM PHILIPS

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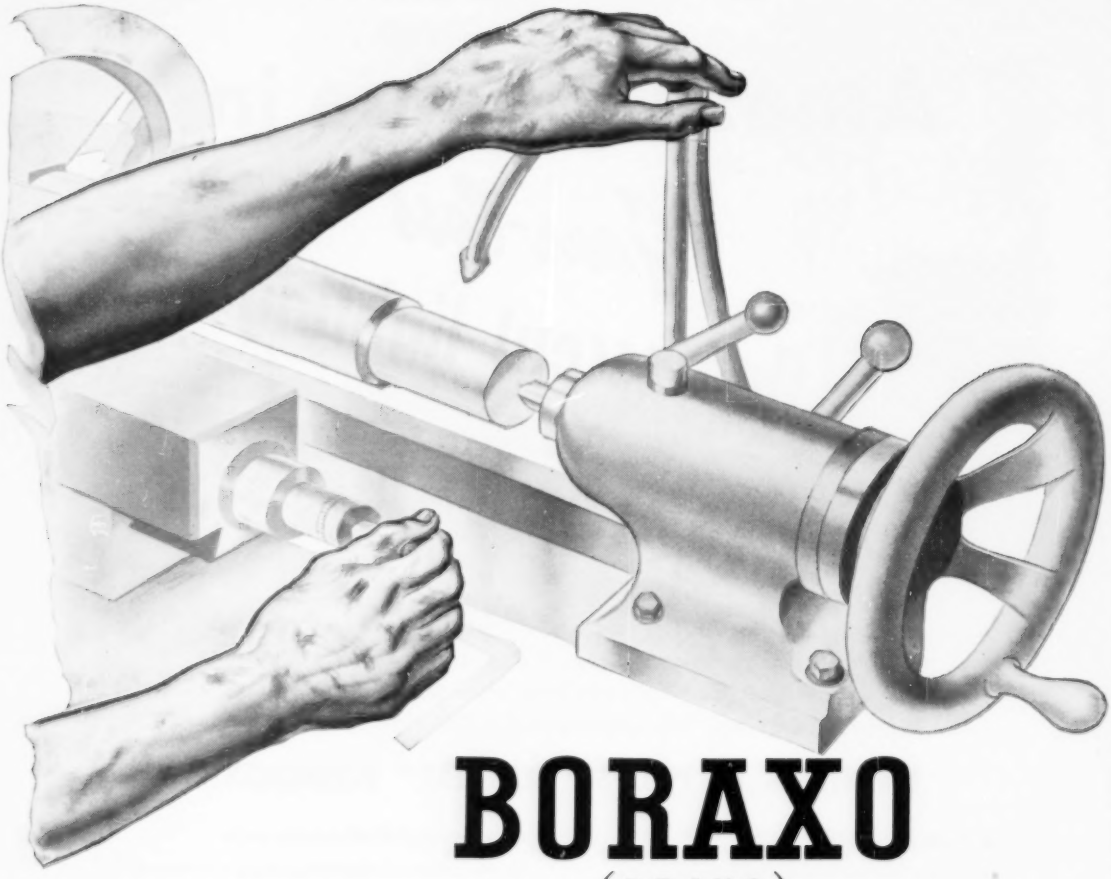

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WITH THE

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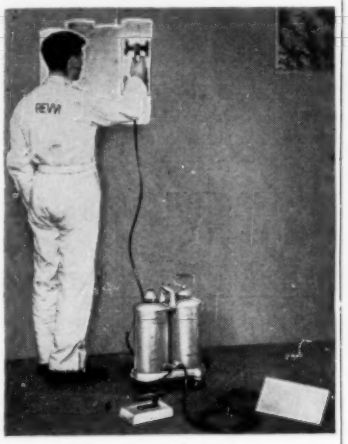
## Wall Washing Machine

Improves Working Conditions
Stimulates Hygiene

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The cylinders of the REVVI machine are filled with clear water and REVVI detergent solution respectively, and both water and solution are kept under pressure by a few strokes of a manually-operated air pump. A few minutes' pumping is sufficient to last the day's operations.

**PRICE COMPLETE £55**

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LIMITED

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JUNE 1955

**PERSONNEL MANAGEMENT & INDUSTRIAL EQUIPMENT**

SAFETY • HEALTH • WELFARE • CANTEEN



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**The Married Woman Goes Back To Work** — *Richard Farley* — 620
*A survey of an important labour trend in British industry. Analyses advantages of part-time work*

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75" High
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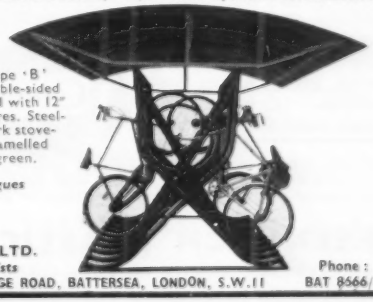

Type 'B' Double-sided stand with 12" centres. Steelwork stove-enamelled green.

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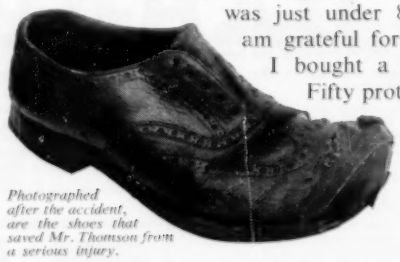
# Trapped by 8 tons of molten steel

*Steelworker's foot saved by Plus Fifty Safety Shoes*

Walking beside a bogie which was transporting a ladle of liquid metal to the casting bay, Mr. J. A. Thomson, of Blackburn, West Lothian, was unfortunate enough to have his foot caught under the wheels.

## Escapes with slight bruises

In Mr. Thomson's own words: "At the time I was wearing a pair of Plus Fifty shoes with steel toe-caps. Had this not been so I would have lost the fore-part of my foot, as it was my toes were little more than bruised. Total weight of bogie, plus ladle of metal was just under 8 tons . . . I am grateful for the day that I bought a pair of Plus Fifty protective shoes."



*Photographed after the accident, are the shoes that saved Mr. Thomson from a serious injury.*

Being indistinguishable from normal footwear, workers are glad to avail themselves of all protection afforded by this complete range of safety boots and shoes, and a special "in-stock" supply service makes it easy for you to meet all demands without bother or expense. Full details of Plus Fifty Protective Footwear, sold only through Welfare Depts. and Industrial Organisations, will be sent on request to Protective Footwear Service Ltd., Kingswood, Bristol.

*PLUS FIFTY CASE HISTORY No. 26*

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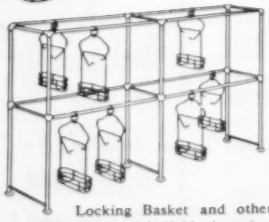
# THESE AIR-DRY "SIEBER" HANGERS ARE A TREAT



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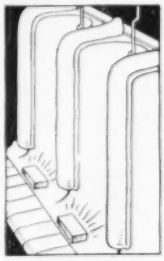

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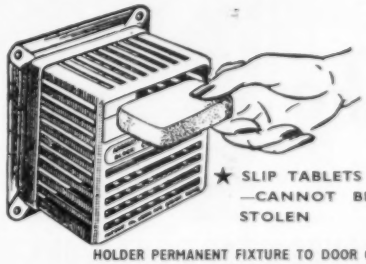

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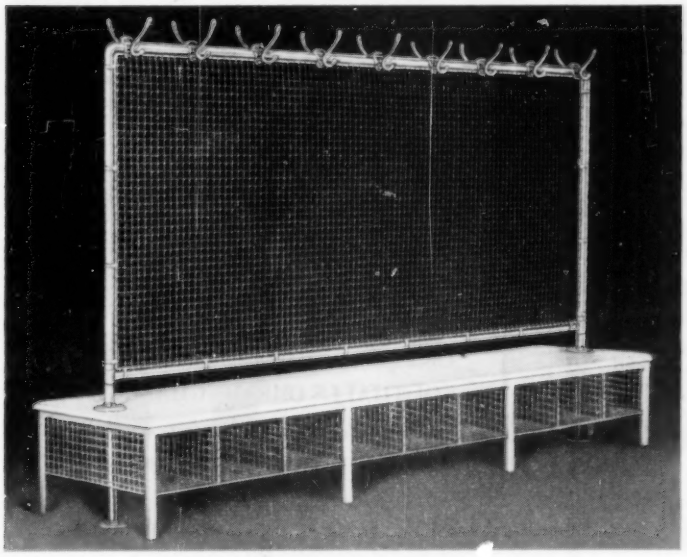

*Fig. No. 2616: Also available single-sided for wall positions or base unit alone can be supplied together with hat and coat hooks for wall fixing. For complete range, please ask for List No. PMT 879.*

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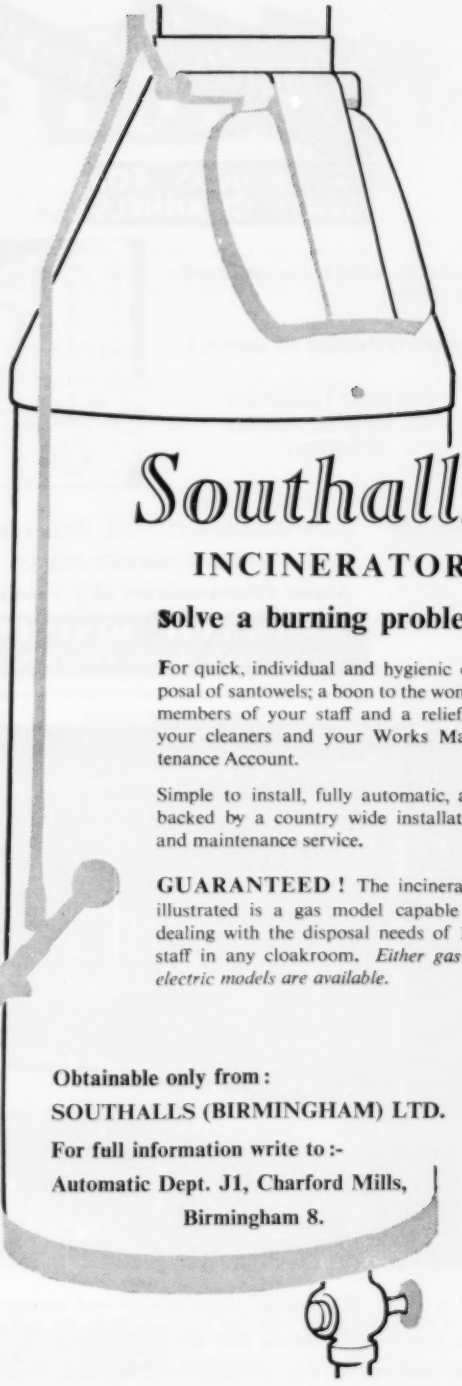

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*insist on* **TOTECTORS** REGD. *safety boots and shoes to be sure!*

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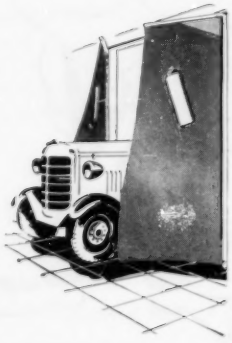

**Neway** **FLEXIBLE RUBBER DOORS**
PATENT Nos.: 719189/90

*The only Rubber Door with the patent Magnetic Catch*

*For further particulars apply to the manufacturers (Dept. R.D.10)*

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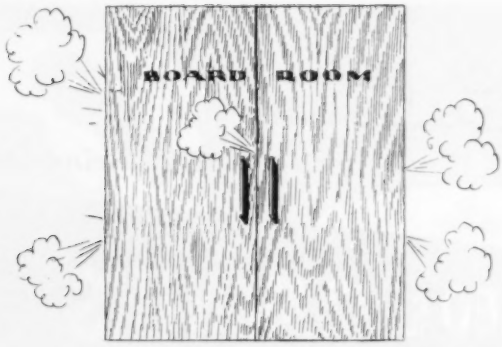


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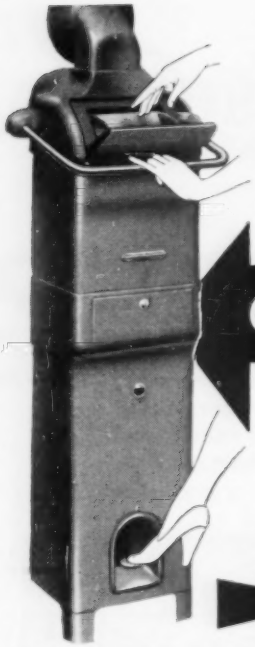

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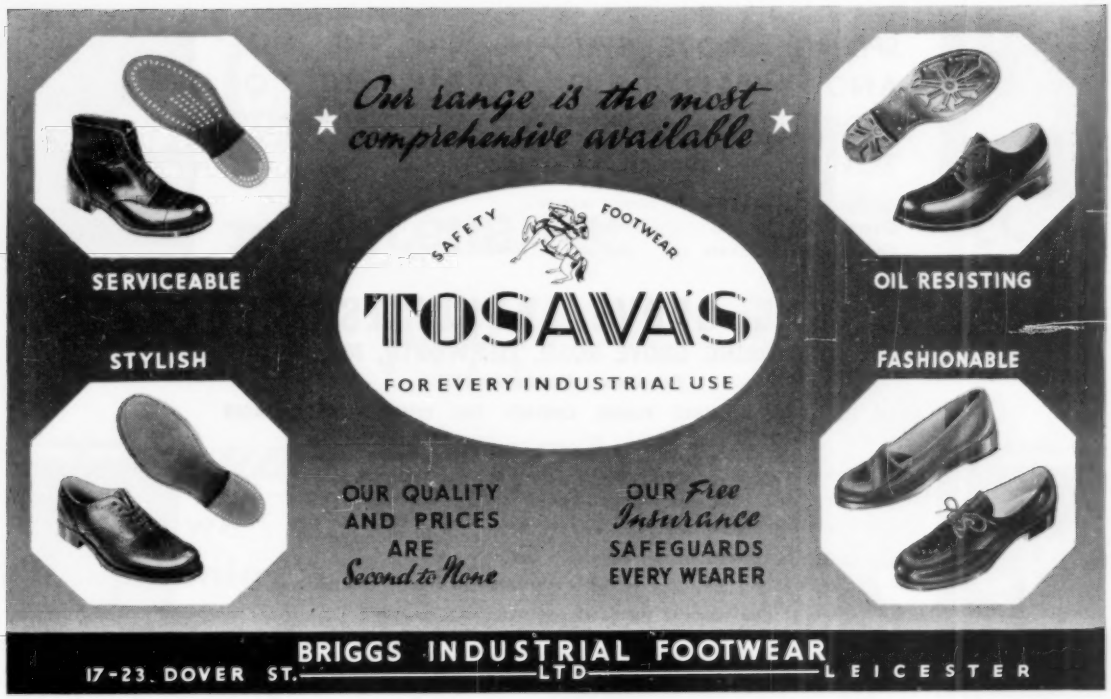


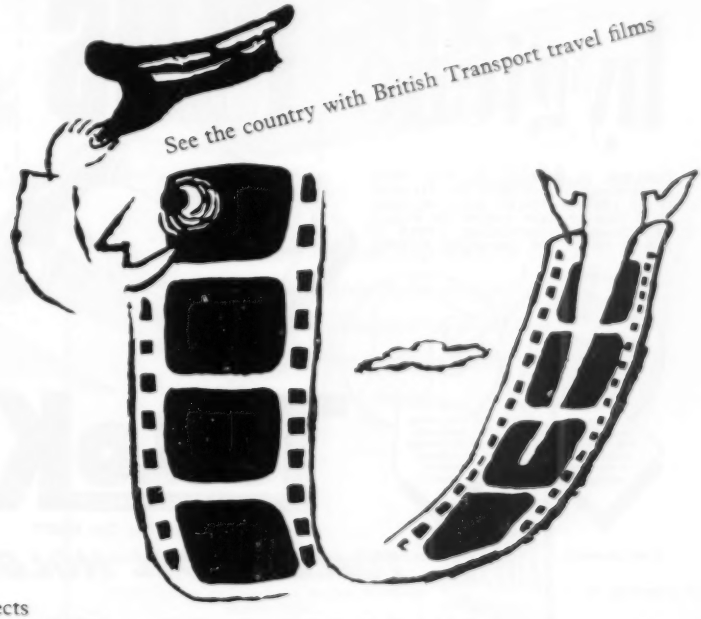


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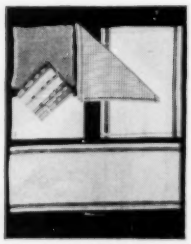

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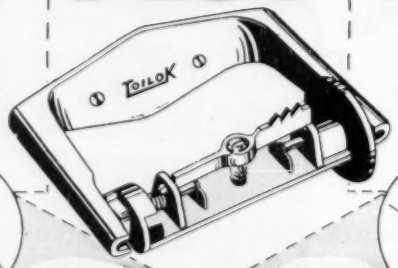


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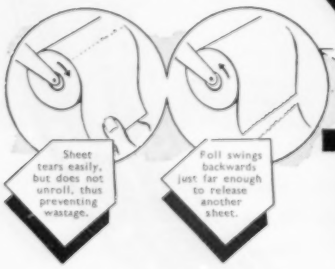
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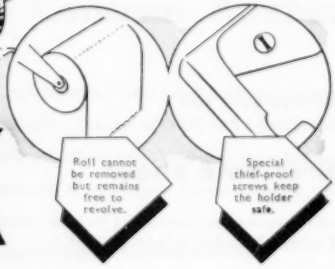


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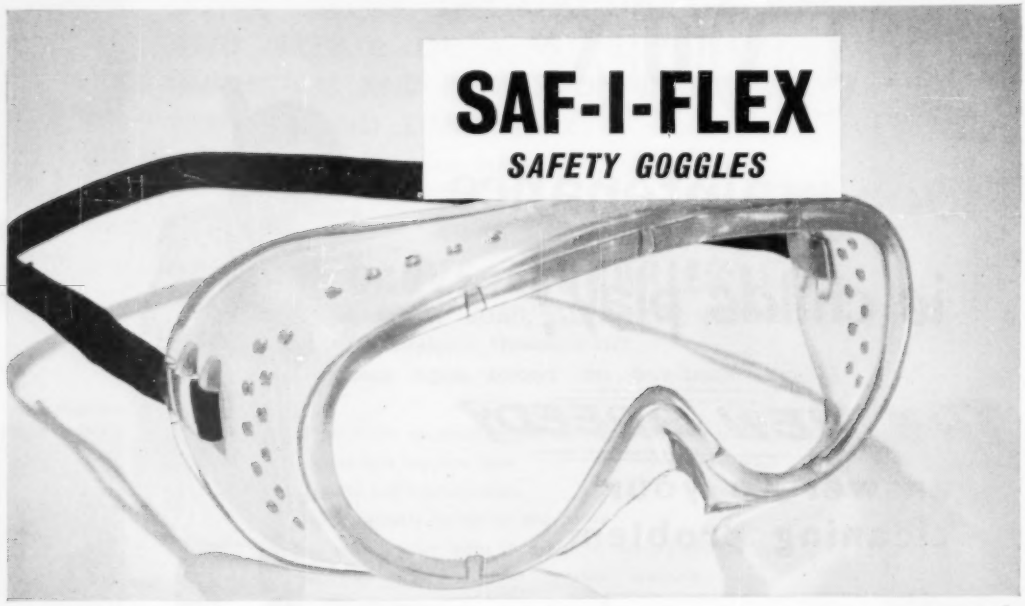


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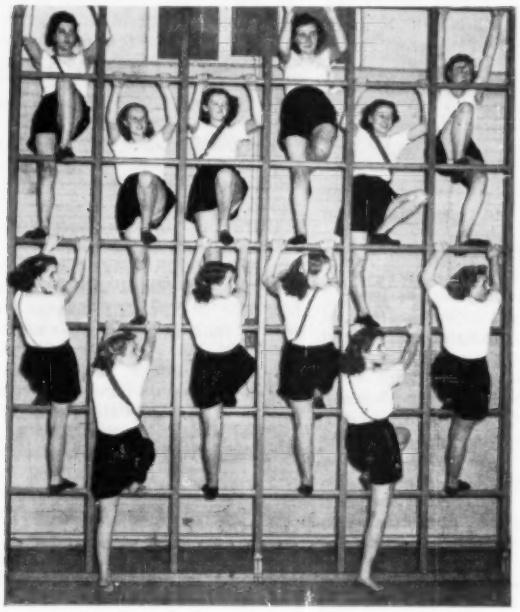

Physical jerks at the Day Continuation School. This is a special department for youngsters under 18 who are not following any special career. Attendance is voluntary and limited to a half-day per week.

# How a Large Family Firm Trains its Workers

By LEONARD NEWTON, B.Sc., M.Ed., A.Inst.P.

*Group Education Officer,* ***Pilkington Brothers Ltd.***

**Here is the story of a venture in industrial education by a famous glass-making firm told by the officer in charge of the programme. This scheme brings new ideas to the subject in that it is more concerned with the overall development of employees than with job training. It has something for all ranks and ages and its primary purpose is to weld the workforce into an harmonious and efficient social group.**

*PILKINGTON BROTHERS LTD.* employs over 20,000 people of whom more than 12,000 are employed in St. Helens alone; others are in Birmingham, Doncaster, Glasgow, Pontypool and Queenborough and at works overseas, while there are a number in the depots both home and abroad.

The Education Department is a comparatively recent development in the *Pilkington* organisation, but in the short time in which it has been active it has made itself felt in a large section of the group. Although primarily it is a part of the Personnel Department, it is essentially an advisory and service department and as such must be equally effective in all spheres of the industry. Unlike some education departments in industry, it is not primarily responsible for job training which is carried out in the works and its departments. **It is more concerned with the overall development of the employee to enable him to play the fullest part of which he is capable in the appropriate sphere in the group.**

The activities of the department can be broadly divided into three groups: first, those dealing with young people up to the age of 21, second, those dealing with employees over the age of 21 and, third, the work which it carries out in an advisory capacity for all employees and for the management alike. The details following apply mainly to the factories in the St. Helens area, although the facilities are being extended as rapidly as possible throughout the group.

## Under 21 Years of Age

### Selection Procedure

To assist in placing young people in their correct work, a selection procedure is used which involves intelligence and aptitude testing. All such testing is centred in the Education Department which forwards the results to the works or office personnel officers who take them into consideration when making their appointments.

All young men and women seeking positions in the offices are given verbal intelligence, office routine and English tests. In the case of boys going into the works, they are given a more comprehensive battery of tests which involve verbal and non-verbal intelligence, spatial, theoretical and practical mechanical ability and ability in arithmetic.

A considerable amount of work

has been done in determining the efficiency of the selection procedure involving this form of testing and, after some eight years' experience, the value of these aids to selection is whole-heartedly accepted by the management. The value of such a selection procedure also enables advice to be given on the further courses which should be undertaken by the young employees, and is of special value in the case of boys in the works for it enables the potential apprentices to be selected. It should be recorded that no person is precluded from employment on the results of tests alone and that they are only used to give a fuller picture of the prospective employee in a comparatively short time.

### Induction Courses

After the young people have been given employment, they are given an Induction Course as early as possible —usually within two months of starting—provided an appropriate introduction is given on the first morning. It is found that the course is assimilated better after a few weeks when the atmosphere of employment has been appreciated. Induction Courses vary in length from four mornings to a full week according to the type of employee. They deal with the history and organisation of the firm, the manufacture and uses of the product, the personal services available for the employee and such other background information as is considered appropriate for the particular group of people concerned.

### Part-time Release

All employees may be granted part-time day release for the continuation of their studies. In addition to the recognised trade courses leading to Ordinary and Higher National Certificates, there are other courses leading to the General Certificate of Education, Intermediate and Final University Degrees and other special qualifications for which there is a minimum of one day per week release allowed. A Day-Continuation School exists for employees under the age of 18 years who are not working for a particular examination.

In the case of apprentices and laboratory technicians and for certain other categories of employee, attendance at the Technical College is compulsory, but in the case of the Day-Continuation School attendance is voluntary and limited to a half-day per week. This limitation is imposed partly by the lack of suitable facilities in St. Helens for non-vocational education after school leaving age and partly through the present shortage of young people for essential work.

There is considerable liaison between the firm and the Local Education Authority. This is typified by the procedure which is adopted for the registration of students for the Technical College classes both part-time day and evening. This is carried out on the firm's premises in the presence of the appropriate departmental manager of the works and the head of the department of the Technical College; also present are works personnel officers and representatives of the Education Department.

Each person enrolling for a course is interviewed by these people, his past progress reviewed and recommendations made for the most suitable type of course acceptable to the boy, his employer and the College. Frequent informal meetings take place between the staff of the Technical College and representatives of the firm to deal with matters arising concerning the progress of individual students and the content of their educational courses. Suitable students may be given leave of absence to attend sandwich courses at technical colleges and courses at universities leading to degree qualifications.

### Pre-service Courses

A course which has proved of considerable interest to the young people is the Pre-Service Course which takes place four times a year on the occasion when all young men of the appropriate age group register for National Service. Part of the day preceding the registration is spent at a Brigade Training Centre where, with the very helpful co-operation of the North-West Command, young men are given a number of talks on call-up procedure, education and training in the army, conditions of service, promotion and pay and, in addition, are given the opportunity of a full visit to the Training Centre. The following day, registration takes place on the firm's premises, films are shown on aspects of service life and training and further talks are given by a personnel officer on reinstatement and the position of the employee during his National Service.

## 10 Features of this Education Programme

1. *It is in three main parts : activities for the under 21s, for the over 21s, and an advisory service for management and workers alike.*
2. *There is a special selection procedure to place young people in their correct work.*
3. *All employees may be given time off to continue their studies.*
4. *There is a Day Continuation School for the under 18s who are not studying for any particular career.*
5. *Special Induction Courses are held for newcomers over the age of 21, while some 3,000 people attend staff training courses every year.*
6. *Every new foreman attends a week's course on the responsibilities of his job.*
7. *For higher management there is a special three-weeks' course.*
8. *There is full co-operation with outside education authorities.*
9. *Employees are given advice on their own and their dependants' education.*
10. *The firm gives financial help to employees who must pay over a certain amount for their children's education.*

## Over 21 Years of Age

In the selection of the employees over 21 years of age, less use is made of ability and aptitude tests although experimental work is being carried out in connection with the selection of foremen and certain other grades of employee; the type of test varies according to the nature of the post to be filled. Induction Courses are being started in some works for all new-comers over the age of 21, but this has not yet been put into effect as fully as it is anticipated in the future due to the shortage of members of the Education Department staff who have to cope with other forms of training at the same time. Nevertheless, for all employees with professional qualifications, as, for example, accountants, research and development engineers, process engineers and similar people, a full week's Information Course is given which deals, in some detail, with the history of the firm, its structure and organisation and the other aspects which are dealt with at a lower level on the Junior Induction Course.

### Staff Training Courses

In order that education may be as continuous as possible, Staff Training Courses are held continuously to which all people over 21 are invited. These take place in working hours and an employee would normally attend two or three lectures, visits or demonstrations each year spread over a period of five years. In some works it has been possible to make such courses available for all employees, but in others shift work and the difficulties of release at certain times have not allowed the scheme to be so extensive. Nevertheless, something like 3,000 people every year attend these courses which are repeated on frequent occasions so that all new employees and people reaching the age of 21 may have the opportunity of attending.

The talks, many of which are illustrated with films and filmstrips, deal with particular aspects of the organisation, as, for example, all branches of manufacture of the product, the work of particular departments, the place of the glass industry in the export market, the present day economic situation and other similar topics.

### Supervisory Management Courses

Supervisory training occupies a large proportion of the time of the Education Department.

A discussion group course for supervisors. This is but one of several of the firm's activities in supervisory training to which the Education Department attaches special importance.

In the case of chargehands and foremen, the procedure is for each newly-appointed supervisor to attend for a full week's course dealing with the responsibilities of supervision. On each course, approximately 12 men are present drawn from the whole organisation so that there is a considerable widening of the experience of the participating members beyond that which can be provided by the lectures and visits in the course. The three T.W.I. programmes are given to supervisors, but these have been modified so that each occupies two full days instead of five two-hour sessions; in practice, it has been found far easier to take people away from their work altogether than have them coming out for short periods daily.

Following these training programmes a certain number of supervisors are sent on Residential Courses of two weeks' duration at Burton Manor. Approximately 50 supervisors a year attend these courses and the additional broadening experience has proved of considerable value to those taking part. Training is more effectively carried out on the "little and often basis" and so the next activity is a further full week course held some 12 to 18 months later dealing with "the other man's job". Each of the full-time Supervisors' Courses are held once per month excluding summer months; since the inception of the scheme nearly all supervisors in the organisation have had the first course and the T.W.I. Courses, and they are now rapidly passing through their residential and revision courses.

For the higher levels of management, a full-time three week course has now been established. On this course, 12 members of the organisation take part in lectures and case study discussions which are directed at widening their understanding of the responsibilities of management. The group again represents, as far as possible, a cross-section of the activities in the firm and the time devoted to case studies and project work is considered to play an important part in broadening the background of those taking part.

### Other Courses

Special courses are held from time to time which deal with particular topics. Examples of these are courses in lecturing for sales representatives; courses in dictating letters and using recording machines and courses for the establishment of training sections to meet particular needs. A very good example of the latter is in the training of foremen who were taking on native labour in South Africa and India to start new factories there. While English is spoken in South Africa, it was necessary to arrange for Hindustani to be taught to the men going to India and their instruction routines were built up in this language so that they were able to commence their training in the factory with the minimum of delay.

## Other Activities

Liaison is maintained with the Local Education Authorities, Universities, professional bodies and other firms regarding national, local and industrial education matters. A library of text-books and reference books is maintained for the service of students; employees are given advice

(*Continued on page 638*)

# THE MARRIED WOMAN GOES BACK TO WORK

By RICHARD FARLEY

**Here is a survey of a major human trend in British industry: the return of the married woman to paid employment. Some of the figures are of necessity based on the 1951 Census when 38 per cent of all women at work were married. To-day the figure has risen to 47 per cent. More and more firms seeking to attract this much-needed labour supply are introducing shifts that dovetail with domestic duties. Our front cover shows a shop-floor scene at *Nesfood Ltd.*, Hayes, where there is a special 9 to 4 shift for women with children at school.**

ONE of the most important social changes in Britain during the post-war years has undoubtedly been the increasing numbers of married women who are taking jobs in industry. Needing all the labour they can get, factories up and down the country are doing all in their power to persuade the housewife to widen the orbit of her activities and take a direct part in the economic life of the nation. And the extent to which industry has already succeeded in attracting the married woman into the process of getting as well as spending is reflected in the fact that of the 7,250,000 women at work nearly one half are married.

The causes of such a situation are not hard to find. Firstly, more women are getting married. In 1931, there were 8,603,598 married women in Britain; now the figure is 12,244,900 and still growing. Secondly, the war, with its labour conscription and concomitant breaking down of domestic customs, has made the working wife a traditional figure in this modern age. Thirdly, with over-full employment on the one hand but rising prices on the other, the average family can indulge in the luxuries of TV and motoring, but only if "Mum" exchanges the broom for the assembly line. For some, however, double incomes are a matter of sheer necessity. Fourthly, the Welfare State with its school lunches and tempting tax reliefs has not only made it extremely attractive for a wife to seek employment, but has partially relieved her of maternal responsibilities.

How this trend is growing is shown by comparing the 1951 figures (Table 1) with those of today when, of the 7,250,000 British women working outside the home, about 47 per cent. are married. It is from this section of the community that much of the "purchase tax" buying originates. Further, women are taking an increasingly alert interest in part-time jobs. This is understandable as below a certain level income is tax free and the working hours involved interfere at a minimum with home commitments.

## *Advantages To Industry*

What are the advantages to the firm of full-time employment for married women? First, as already stated, in times of full employment they provide a useful auxiliary labour supply. Second, they make it possible for a firm to re-distribute functions among their male staff so that skill is used to its best advantage. Third, wage rates tend to be lower than those of men. Fourth, with the more mature woman less supervision is needed. Fifth, it is known that a woman with her own home (or wanting one) will welcome incentive and bonus schemes.

The disadvantages do not outweigh the above but they do exist. With some women, a "pin-money complex" develops where, with a husband behind them, the boss can "take it or leave it." Again, some wives find the strain of working and keeping a home going too much for their nervous system and domestic friction occurs; this indirectly affects productivity. Naturally, some industrial concerns cannot take a long-term view regarding their married female staff. Many work for a definite object such as saving a deposit on a house or buying furniture and then leave when time and training have made them most useful.

With part-time employed wives the situation is somewhat different. The advantages are numerous. Absenteeism is less than in the case of full-time workers, as time can be found to attend to the home. Part-time workers are especially useful in clearing up back-logs which would otherwise call for overtime working. They can also be used to good advantage during seasonal swings of the demand

**Table I. Number of Married Women in Some Industries**

| INDUSTRY OR TYPE OF OCCUPATION | MARRIED WOMEN | SINGLE WOMEN | PERCENTAGE OF MARRIED TO SINGLE |
|---|---|---|---|
| Engineering, Allied Trades | 117,600 | 93,000 | 126.8 |
| Non-Metalliferous Mining Products except Coal ... | 25,600 | 20,000 | 128.0 |
| Textiles (MFG) ... ... | 210,300 | 182,500 | 116.8 |
| Food, Drink and Tobacco... | 38,800 | 54,200 | 71.6 |
| Wooo, Cane, Cork ... | 7,400 | 8,000 | 92.5 |
| Transport ... ... ... | 48,500 | 84,200 | 56.3 |
| Commercial, Saleswomen, etc. ... ... ... | 340,700 | 434,500 | 78.5 |
| Professional and Technical | 133,500 | 427,400 | 31.2 |
| Clerks, Typists ... ... | 372,400 | 984,800 | 37.8 |

| | |
|---|---|
| Total Women at Work: | 6,916,000 |
| Total Number of Employed Married Women in U.K.: | 2,635,200 |
| Percentage of all Female Employees: | 38.2% |

*1951 Census*

**Table 2. Percentage of Part-time Women in Industry**

| CLASSIFICATION | PERCENTAGE OF PART-TIME WOMEN |
|---|---|
| Engineering, Shipbuilding and Electrical Products ... | 11.03 |
| Precision Instruments, Jewels, etc. ... ... | 7.4 |
| Textiles... ... | 9.0 |
| Clothing ... | 7.4 |
| Food, Drink and Tobacco ... | 7.1 |
| Distributive Trades ... | 12.9 |
| Average for all Industries ... | 11.1 |

*Based on Ministry of Labour Figures*

**Table 3. Age Distribution of Married and Single Women in Industry**

| 15 | 16—19 | 20—24 | 25—34 | 35—44 | 45—54 | 55—59 | 60—64 |
|---|---|---|---|---|---|---|---|
| | | | SINGLE | | | | |
| 194,000 | 1,007,500 | 811,700 | 585,500 | 421,900 | 403,100 | 156,400 | 73,700 |
| | | | MARRIED | | | | |
| — | 25,600 | 295,200 | 694,400 | 773,900 | 615,600 | 152,800 | 50,300 |

*1951 Census*

cycle, to dove-tail for instance with normal staff holidays and at other times when full-time staff are reluctant to work, such as week-ends, lunch hours and evenings. Although few part-time clerical workers are used compared to other workers, they are valuable in the small type of office which handles a relatively low volume of business and where an extra full-time salary could not be justified.

The disadvantages are relatively slight but some may be mentioned. From the employer's point of view double insurance of 7s. 10d. per week has to be paid for two part-time workers as against 3s. 11d. per week for one full-time operative. In some industries extra protective clothing and uniforms are required and in consequence laundry bills increase. Equipment may lie idle although overhead costs are fixed. Again it is difficult to arrange training schemes, extra shifts and cope with unexpected orders. Yet the Chief Inspector of Factories in his latest report stated:—

"Part-time work on evening shift continues to grow in popularity, particularly in the textile areas, and Inspectors remark on the high quality of the labour recruited for these evening shifts. For the most part it is drawn from former employees who have married and given up work, but who, with some lessening of domestic responsibilities as their children grow up, welcome the opportunity for companionship, a change of scene and a bit extra for the family budget. Some anxiety has been expressed as to the social consequences of mothers leaving their families to fend for themselves, but in most cases where there are young children father or granny undertakes the family responsibilities for the evening."

In general, experience has shown that these working wives are efficient. Industrial and business life has made a pleasant break for them from "the tea-leaves in the sink" and all the other domestic drudgeries. Many wives are lonely during the day; they see only the shopkeepers, the women next door or often no one at all. Employment changes this; they meet new people, take an interest in their work and develop a sense of pride in their own wage packets. On balance it would not be illogical to assume that part-time workers are more efficient than full-time, as they are usually less fatigued, and can still regard employment as something of a novelty, or even a social occasion. This, of course, can be carried too far if the factory or office is regarded as a kind of benevolent club.

## *Age Distribution*

The age distribution of married women in industry, as shown in Table 3, is worth commenting on. The bulk of employed wives are in the age group 34 to 44, where, as a rule, care of the young, as a problem, has been partially solved. At this age women are more stable and amenable to a work's routine. They are less likely to leave employment suddenly unless forced to by medical considerations.

Is the married male worker affected by his wife working? Some domestic inconvenience is unavoidable, but the extra money for luxuries usually outweighs this. At the same time, if children are to be regarded as the future employees of the country, there emerges the question, whether lack of parental control need follow when a wife works, and, if it does, how this will effect basic attitudes in the future. One point is certain: this phenomenon of the young working wife could have an effect on the birth rate, as many married couples may not forgo their added comfort for the sake of rearing children.

This is the other side to the problem of an ageing population, for in 1980 20 per cent of the community will be over the present minimum pension age. We must have more productivity, and married women are a useful complement, but if we are risking a decline in the birth rate, then the benefits may ultimately be squandered as a result of a smaller working population.

**Table 4. Index of Wage Gains for Male and Female Employees**

| DATE | MEN | WOMEN |
|---|---|---|
| Dec., 1947 | 103 | 103 |
| Dec., 1949 | 109 | 112 |
| Dec., 1951 | 125 | 130 |
| Dec., 1953 | 136 | 143 |
| Feb., 1955 | 144 | 151 |

***"One of the notable features of the increase in the working population in the last six years is that women have made up nearly two-thirds of it. We have just under 600,000 more women in the total as compared with about 350,000 more men."***

*The Minister of Labour, April, 1955.*

# THE ANATOMY OF RUMOURS

## Why They Start And How They Spread

"IT'S only a rumour!" How often have we said that when some improbable sounding piece of news has reached our ears.

What are rumours? In what circumstances do they flourish? What sort of people pass a rumour on? Why have rumours often a kernel of truth, distorted and changed beyond recognition perhaps, but still there?

We cannot hope to answer all these questions in one article, but this subject of rumours and why and how they grow and spread is so important to an understanding of human relations and so little understood that I feel we ought to discuss it at some length.

Rumours flourish in times of uncertainty and crisis. If rumours are flying around, communications and relationships between people are bad. Rumours are a symptom of social sickness. If an event is important to a group of people, but they don't know much about it, rumours breed and multiply. Allport, an authority on this subject, suggests we can coin a formula for rumours:

R = Ambiguity × Importance.

Thus wartime, when events, shrouded in secrecy, but vitally important to all our lives, are taking place, is a prolific breeding time for rumours. Take the so-called "basket case" rumour that persisted throughout World War II in the U.S.A. According to this story a woman was notified by the War Department to meet her returning husband at her railway station. She did this and her husband was delivered to her in a basket with both his arms and legs amputated. (There *was* a case of a man losing all his limbs in battle, but he and his family were treated with the greatest possible kindness and help.)

Another wartime rumour in the U.S.A. was that Russia had only declared war on Japan because she had been given the secret of the atomic bomb. Another, circulating in Britain earlier, was that Hitler would be dead in six months. The story was that a man had been told this by a fortune teller, but he did not believe her. So she said: "It is just as certain as the fact that you will soon have a corpse in your car." Later he picked up someone after a road accident and the person died before they reached hospital. So we are led to suppose that since the fortune teller was right about the corpse she would be right about Hitler.

Why did these rumours circulate from person to person?

We shall find the answer if we study the feelings of the people involved. Three main emotions are fear, anger and hope. In wartime we *fear* something awful might happen to ourselves or our family, we *hate* many aspects of wartime life and dislike many people. And we *hope* for better times.

If you take another look at the three rumours I have quoted you will see that they fall into one of these three categories. The "basket" rumour expresses fear. So if we are afraid perhaps of being killed or wounded ourselves, perhaps of being separated for some years or for ever from those we love, perhaps just afraid of the unknown, it is a relief and a justification for this fear if we can pass on some story of horror.

It is as though we were saying: "You see, very frightening things *are* happening, so we have every reason to feel afraid." We cannot give open expression to our fears in case people think we are cowards. Passing a rumour is an unconscious mechanism for achieving the same ends. Similarly, the second rumour I quoted—about Russia and the atomic bomb—expressed both hostility to the Russians and the U.S.A. Government. The third was an example of wishful thinking.

Unfortunately, unless we recognise that rumours have this purely subjective drawing force, we accept them as a statement of fact instead of a statement of how the person telling us the rumour is *feeling*.

### HAVE YOU HEARD?

***That bad communication starts most of the shop-floor rumours and that by full and frank explanations managements can do much to allay anxiety or stop wishful thinking.***

***In this article Discussion Leader cites three main causes of rumours—fear, anger and hope—and gives examples of each. Rumours are, however, an accurate guide to how people are feeling.***

***Readers are invited to send in examples of rumours that have broken out in their experience and to analyse the cause. A guinea will be paid for each letter published.***

## AN INDUSTRIAL APPLICATION

### *Redundancy Fears*

LET us now apply the same analysis to an industrial rumour. I asked you to send me some examples of rumours in your own undertakings. Here is one.

A large concern in one of the countries in the Commonwealth has a London office. Recently a new man was being sent from the dominion headquarters to take charge of the London office. People in London began asking each other what this man was like, whether he was likely to make a lot of changes, and whether their own positions were threatened. Word soon went round that he was a man who hated waste and that he was a great believer in methods that promoted efficiency and saved time. One day the London staff officer was sitting at his desk when his 'phone rang. At the other end was a very worried shorthand typist saying:

"I have been told that my job is to become redundant when the new man arrives. Can I come and see you about it?"

This was of course the first the staff officer had heard about it and it had no foundation in truth at all.

If we apply our interpretation of feeling to the rumour, however, we shall quickly understand its origin and growth. Any change in the

leadership of a concern gives rise to feelings of anxiety amongst those in subordinate positions. In this case these feelings of anxiety were re-inforced by the reputation of the man who was coming. Here was a new broom who intended to sweep clean, who was bound to give someone the sack in the process. Speculation would then arise as to the probable victims, someone would suggest the shorthand typist as a possibility. After this had gone its rounds, possibility would become probability which in turn would become certainty. She then heard of it and rang up the staff officer.

Passing on this rumour by the rest of the staff relieved and justified their own feelings of insecurity and anxiety. The girl accepted the rumour as a true statement of fact—and so the fat was in the fire.

If the management of that concern had wanted to squash that rumour, they would have had to allay people's feelings of anxiety. A full explanation of the facts—a frank statement about the newcomer and his future policy—a reassurance that people would not find their positions affected—any of these actions would have helped to keep lines of communication between management and staff in a healthy condition. Importance would be present but not Ambiguity; and R = Importance × Ambiguity.

Can you analyse this example of malicious gossip quoted by Allport in his book on Rumour:

Mrs. A. to Mrs. B.: "Where is Mrs. K. today, is she ill?"

B. to C.: "Mrs. A. wonders if Mrs. K. may not be ill?"

C. to D.: "I hear that Mrs. K. is ill —not seriously, I hope."

D. to E.: "Mrs. C. is saying that Mrs. K. is seriously ill. I ought to go right over and see her."

E. to F.: "I think Mrs. K. is pretty sick—Mrs. Davis has just been called over."

F. to G.: "They say Mrs. King isn't expected to live—the relatives have been called to her bedside."

G. to H.: "What's the latest about Mrs. K. Is she dead?"

H. to I.: "What time did Mrs. K. die?"

I. to J.: "Are you going to Mrs. K.'s funeral?"

J. to K.: "I just learned of your death and funeral. Now who started that?"

Mrs. K.: "There are several who would be glad if it *were* true."

**DISCUSSION LEADER**

*TOWARDS BETTER MANAGEMENT—I*

# The Case Study As A Training Aid

By H. NEWMAN, B.A., M.Litt.

## 1—What It Is And How It Works

**The case study is becoming an increasingly important feature of management training courses. Already, more than 10,000 examples are in use here in industry where they make a welcome change from ordinary methods of instruction. Here, then, is the first of three articles on the various types of case study and how to use them.**

THE case study method of management education, like most developments in the academic world which are considered either novel or unproved, has been greeted with mixed reactions. It is enthusiastically supported by those who have been converted to the technique by experience. It is opposed with equal vigour by those who suspect it of being another manifestation of the short cut and sugar-coated pill mentality. The majority have no definite opinion because they have only a confused idea of what is implied in the method.

The problem of making a fair and objective appraisal of the case study method has been complicated by the apparent lack of definition of the term "case study" and by uncertainty as to its varieties and uses.

The long-standing use of cases in law and medicine has added to this confusion. In law those cases are described which led to the establishment of specific legal principles. They are not presented for the student's analysis and criticism. In medicine cases are primarily used to acquaint students with the symptoms of diseases so that they will be able to recognise them in the future.

Management case studies neither illustrate fixed principles nor describe typical situations common to all organisations. They are based on deductive (or situational) thinking as contrasted with the inductive thinking of legal and medical cases. They set out to equip the potential manager with a flexible analytical technique suited to management problems, no two of which are ever identical because of the human elements involved.

"Case study" is a blanket term for a selection of facts, either fictitious or drawn from real life, describing a technical or human relations situation, usually in an industrial or commercial setting. Although the term is generally used to refer to cases which present such a situation as a problem designed for analysis by group discussion, it covers a much wider range, in fact everything from a simple illustration to the most comprehensive survey.

The simplest form of case study, if the generic definition is accepted, is the illustration. If, for example, a teacher were discussing the problems of changing over from job to large batch production in an old-established factory, the effectiveness of his lecture would be greatly enhanced if he could introduce an actual experience from such a factory showing how the security of the skilled tradesmen was undermined by the management's failure to take them into its confidence.

The example is an essential ingredient of the successful lecture because it gives the student a point of

***WHAT THE CASE STUDY AIMS AT***

1. **Giving the potential manager a flexible technique for his problems.**
2. **Teaching the analytical and social skills needed by management.**
3. **Exposing faulty verbal communication.**
4. **Pointing out the dangers of jumping to conclusions and over-simplifying.**
5. **Giving students some idea of industry's atmosphere and conditions.**

reference which enables him to relate the fact or theory to his own experience. It also heightens the interest of the lecture and gives it a sense of practical reality. The lecture, illustrated by examples, can be used in any circumstances for any group where the object is to convey factual or theoretical information and not to develop special skills in the student. The successful adoption of this method by either a management teacher or training officer is limited only by his practical experience or his ability to collect the relevant examples from those who have had the experience, particularly his students.

The "success story" is another, usually longer and more detailed, form of the illustration. It also differs in its intent, which is basically propaganda designed to encourage acceptance of new ideas and methods by showing what other people have done. This illustrative material ought not to be overlooked by the management teacher because it is particularly useful for introductory courses on work study, factory management, research and development, personnel management and most other factual (or "tool") subjects. Success stories give students with little or no actual experience in industry some idea of how textbook theory is put into practice. They also enable the student with specialised management experience to get a more realistic view of the other functions of management.

There are two types of case study in this second major category.

The first, the limited objective case, describes a human relations or technical problem very briefly. Since it does not include much, if any, background information or enough data to enable the students to assess the personalities involved, the discussion based on the facts in the case is necessarily limited. However, a dramatised incident about, for example, consistent lateness in a machine shop or the suspected theft of some supplies by one of the charge-hands can serve as a jumping-off point for a lively discussion on the problem in general or other related problems.

## *The Quality Factor*

Unless considerable time is spent speculating about the background and personalities, so that there is general agreement on the assumptions being made by the group, discussion must be in terms of the individual's own frame of reference rather than that provided by the case. Therefore the quality of the discussion depends almost entirely on the experience of the members of the group.

However, because they are brief and relatively simple, limited objective cases are very useful as a training medium for lower levels of supervisory management or as a method of introducing beginners in management training to case studies. For beginners they have the added advantage of indicating the kind of situations that later cases will present in greater complexity and with more difficult problems. They are unsuitable for those completely without practical experience in business.

The second type describe technical and/or human relations problems in sufficient detail to be complete in themselves; they give the best results and have the widest application.

They trace the background of the company and portray the personalities concerned in the case so fully that the student need not refer outside the case for the information he requires in his analysis of the problem and formulation of a solution.

These problem cases vary from a thousand to ten thousand words in length although the real criterion is the self-sufficiency of the case material. The subject matter also ranges widely, from technical problems such as the difficulties of introducing an incentive scheme in a laundry to a human relations problem showing the consequences of an out-of-date company policy in an expanding furniture business where the general manager, despite being overworked, is incapable of delegating authority and responsibility.

The situations are presented in their real life complexity. It is the responsibility of the student to proceed in a logical and orderly fashion, first analysing the problem and deciding which are the relevant facts, then formulating his solution and determining how best he can implement his recommendations for corrective action. Finally, he begins to see that certain general implications or principles can be deduced from the case which may have some relevance in other similar situations.

## *Background Reading*

Within recent years industrial subjects have become fashionable with artists. Authors, too, have begun to realise that the emotional conflicts and relationships within industry and commerce can provide rewarding material for a novel. Books like *Dead Man Over All*, *Sundry Creditors* or *Executive Suite* can be useful background reading and help students to become more conscious of the psychological implications of the everyday problems they encounter in their working relationships with their colleagues on the job.

Scholarly studies such as *Three Studies in Management*, *The Changing Culture of a Factory* or the detailed account of *Thirty Years of Joint Consultation* also provide invaluable material for background reading and for discussion of broader issues.

Like the novels, these studies include the analysis with the presentation of the problems. However, teachers can extract the problems and use them as either technical or human relations case studies.

(*To be continued*)

A case study training session in progress at the British Institute of Management's London headquarters.

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# Avoiding The Anthill Mentality

"A STUDENT well qualified academically may be a failure not because he has studied books much but because he has not studied men more", said Mr. J. Wilson, Principal of the Birmingham College of Technology, when the College celebrated its Diamond Jubilee recently.

Mr. Wilson went on to warn against "the danger of specialisation by well qualified people in a comparatively narrow field of application of technological knowledge; the tendency is to produce at its worst a perverted vision in which the life of the anthill is mistaken for the world at large. Correctives are wide contacts with fellow students and with people in the industrial environment, and for the student himself to be larger than his speciality such as may emerge through a broad-based course in fundamental sciences and humanistic studies."

The Principal also stressed the very close relationships between the Heads of the College and local companies. It was a result of discussion of this kind that "My Heads have unanimously agreed that automation, servo-mechanisms and automatic control systems are so closely bound up with productivity, that the possibility must be visualised of setting up an entirely new department of study to promote development of these techniques in industry and train the technologists to design, apply and run automatic production units".

Honorary Associateships of the College were conferred upon:—

Sir Leonard Percy Lord, chairman of the *British Motor Corporation*.

Sir Frederick Handley Page, C.B.E., chairman of *Handley Page Ltd.*

Mr. A. B. Waring, chairman and managing director of *Joseph Lucas Ltd.*

Lt.-General Sir Ronald Weeks, C.B.E., chairman of *Vickers Ltd.*

Mr. T. Williamson, general secretary of the *National Union of General and Municipal Workers.*

And upon Dr. James C. Duff, former Head of the Department of Chemistry of the College.

## Apathy of 'Partners'

ACCORDING to *The Gazette* of the *John Lewis Partnership* of September 25, in *Peter Jones* it is "difficult to get partners to stand for these committees (of communication). The popular feeling in the branch is that they are a waste of time. A few managers did little to encourage partners to take an interest in the committees and some were even discouraging".

The Chairman commented recently:

"All these things will happen from time to time in the operating of any representative institutions. The more intelligent and energetic trade unionists have a constant struggle to get tolerably good attendance at union meetings, and the general dullness and indolence, that do so much to keep the world back, is exploited ruthlessly by the Communists as a means of getting control of unions.

"Managers who are too dull to see the advantage of such things or whose temperament is too definitely opposed to such teamwork between managers and managed, should be dropped from the Partnership. A committee will have done really useful work if its mere existence brings to light such dullness or such antagonism in the holder of a post for which those things are a disqualification."

## Films for Training

AT Slough, recently, local industrialists gathered at the Adelphi cinema for a demonstration entitled "Film in Industry". It was the first of this kind to be promoted by *G. B. Equipments Ltd.* and set out to show that the film medium should not only be regarded as a costly means of advertising or building up prestige. Mr. Hammond, an L.C.C. lecturer on "Visual Aids in Industry", who gave the main talk and commentary on the excerpts of industrial films, felt that far greater use should be made of film for training within industry. *G. B. Equipments Ltd.*, which is a member of the British Optical and Precision Engineers Group within the J. Arthur Rank Organisation, intends to hold similar demonstrations in other localities.

## Films for Productivity

FIGURES for the last quarter of 1954 show that more local productivity committees and industrial concerns than ever are using films as tools for the job of increasing productivity. Of the 25 most heavily-booked films in the Central Film Library's Industrial Catalogue of 300 titles, no fewer than 18 deal with various aspects of productivity.

Five of the six British Productivity Council television films are among these 25, and they scored between them a total of 213 bookings during the three-month period, an average of over three bookings for every working day. The most popular of them were "Raising the Standard" and "Men at Work", with 55 and 54 bookings respectively.

## Enterprise Story

A SECOND "Production for Plenty" Exhibition is to be held next year at Olympia from May 23 to 31. The first Exhibition, held in 1954, which received the full support of the Government, was unique in that it presented for the first time the story behind Britain's productive enterprises.

## Flying Rumours

FEELING a need of a speedier method for dealing with rumours than was provided by existing employee communications devices, an American firm, *Argus Cameras, Inc.*, posted "rumour boards" at key plant locations, with the legend: "Rumours flying? Get the right answers here." Attached was a pencil and a pad of paper with the instructions: "Write down the question or rumour you want answered in the space below."

A few days after the rumour boards were put up, rumours began flying—on to the rumour boards. One employee asked: "Is it true that a labour union has filed notice with the company of its intentions of attempting to organise here?" Another said: "I heard there is

## FISTFULS OF FIVERS

*Vauxhall* workers look pleased with the contents of their bonus packets. The sum of £675,688 was shared among 13,457 employees, an average share of £50 5s.

going to be an extended vacation period this year due to lay-offs." Neither of the rumours was true; both were the type of question which the company had hoped to get from employees.

As might be expected, however, many questions which employees post on the boards are not strictly rumours. Some are complaints, some are criticism. But seldom are the boards empty. (**The Management Review.**)

## American Efficiency

THE thoroughness with which the American Management Association takes its work is reflected in a new service which goes to swell the already vast amount of literature put out by that body each year. This latest venture is a Supervisory Development Service directed not to foremen but to line and staff executives and comprises three new publications: a monthly bulletin, a monthly manual of tested techniques in action, and semi-annual research reports by specialists.

The monthly bulletin is to be devoted to current thoughts, trends and practices in supervisory development to keep subscribers posted on changing ideas in this field. It will report original research findings and information on such problems as the selecting and training of supervisors, induction, training and labour relations.

The manual, entitled "Supervisory Development Sourcebook", is designed for practical guidance on specific problems, and will give detailed accounts of successful company experiments. Each issue will deal with a different subject, telling how various firms have dealt with the problems involved.

The research reports are intended to broaden executives' knowledge of current techniques in foremanship development.

## University Brokers

EVERY university in the country now has its appointments organisation. These are departments of the university itself and, officially at least, their first allegiance is to the students. But they are very far from being a conspiracy to push their own men into the best jobs. On the contrary, secretaries of the boards are at pains to point out that they must act as brokers only, and honest ones, if they are to keep the confidence of the firms which use them.

The terms of reference of the boards may contain such phrases as "to advise students on all matters relating to their careers and employment", but the advice given is not so much vocational guidance as the provision of detailed information about the kind of opening in which a student may be interested, and illustration of the best way of putting in applications. It is assumed that the student is intelligent and mature enough to make up his own mind about what he wants to do. The chief function of the boards is, in fact, a two-way exchange of information—about jobs to the boys and about the boys to the firms. (**Business,** May 1955.)

# HOUSE MAGAZINE DIGEST . . .

*Other Firms' News And Views*

### *Consultation Dilemma*

Since the introduction of the works councils in 1928, the policy of developing joint consultation, which these symbolise, has been steadily pursued. For many years the management has given evidence of its willingness to share information on any matter which affects the interests of the employees, and many problems which might have become controversial have been resolved by free exchanges in the various committees.

The problem today of making the machinery for consultation more effective appears to lie more in how the workers and their trade unions may be encouraged to play a fuller part in joint consultation than in the fear that management may be deprived of the functions which are essential to it in the efficient conduct of the business.

This question was considered at the annual conference of works councils in 1954, to which a number of trade-union officials were specially invited, and requires constructive thought from all sides of the industry. ("**Review of Progress**", *The United Steel Companies, Ltd.*)

### *Singing Workers*

The idea of working to music is as old as the hills. "Give us the man", said Carlyle, "who sings at his work! He will do more in the same time—he will do it better—he will persevere longer."

B.B.C. research has "proved that music acts as a mental tonic, relieves boredom and encourages the tired worker, promotes happiness, improves health, lessens nervous strain, and gives increased production". The B.B.C.'s programme policy is based on the opinion that "Music While You Work" should not be considered as a means of increasing the rate of working during the programme period, but should rather be looked upon as a tonic which will so improve people's morale that output will be stepped up during the whole of the works spell. (**The C.A.C. Magazine.**)

### *Who Counted Them?*

In the forty-two issues already published of the "News," we printed 508,200 words out of a total of 2,541,000 especially written for them. We decided, as a matter of ordinary fairness, not unduly to flatter ourselves, but to paint a factual picture of that alarmingly large verbiage. Of this total of words, 1,791,300 represent a description of news, 378,000 of technical, practical, or general information of some kind or other, 73,500 of which was originally intended to be very funny, 94,500 on sheer fantasy, 46,200 rhymed and blank verse, and 157,500 on the arts represented by painting, photography and kindred exhibition of man's genius. (**Perkins News.**)

### *Safety for All*

An unusual item in everyone's pay packet at Grantham Works last week was a copy of the new edition of The Highway Code. The Grantham works, situated on the main north road, are a constant source of danger, and this idea should do much in acquainting people with road safety. (**Ruston News.**)

### *Growing Interest*

The first suggestion received this month under the Company's Suggestions Scheme achieved distinction by being the 7,000th. . . . Though suggestions come in from all quarters, there has always been a sturdy band of "regulars". . . . Apprentices, who have produced some excellent ideas in the past, are taking a growing interest in the scheme. (**Thorncliffe News.**)

### *Safety on the Road*

A Maintenance and safe driving competition, with a prize of £1 a month, has been organised for Blackwall's fourteen lorry drivers.

The prize is awarded on the basis of inspections by a panel of judges every Saturday morning, when drivers are carrying out maintenance work.

Prize money will be distributed at the end of the year, but may be forfeited if the driver concerned is involved in an accident for which a special committee decides that he was to blame. (**Ingot News.**)

### *Moral for P.R.O.'s*

John Rosenberg, aged 6½, wanted a space ship, so he ordered one from R-R. John wrote: "Dear factory man, Please make me a space ship like this", and he added a design which was unlike anything we have seen, but was undoubtedly an aircraft of sorts. John indicated that it would need a very long runway, and stipulated that it must be faster than a jet fighter.

The matter of payment was evidently an afterthought, for printed on the back of the envelope were the words: "Give you the money when I'm 20."

It must have been a sad blow to John when he received the following reply: "My dear John. Thank you for your letter. We do not know enough yet to build you a space ship, but we are working hard to learn how. We liked your picture very much.—Love from Rolls-Royce."

A picture of the "flying bedstead" and an assurance that it does not need any runway may have done something to restore John's faith in R-R. (**Rolls-Royce News.**)

# First World Congress On Safer Working

By MISS B. P. PARK
*J. & R. Fleming Ltd.*

Safety experts from many countries met in Rome a few weeks ago for the first world conference on industrial accident prevention. A keynote of the talks, stresses our correspondent in this special report, was that safety begins with management.

THIS Conference, arranged by E.N.P.I. (Ente Nazionale per la Prevenzione degli Infortuni) of Italy with the collaboration of the International Labour Office, was held in Rome from April 2nd to 6th, 1955. Over 1,000 delegates, representing between 30 and 40 countries, attended, including representatives from all the European countries, U.S.S.R., the British Commonwealth, the United States, Latin America and the Far East.

The building in which the Conference took place was originally intended for an Exhibition which was to have been held in 1942, but which has only recently been completed. It was very well equipped for its purpose, having the necessary facilities for transmission of speeches to all delegates in any one of the five official languages used during the Conference, room for an exhibition of literature and posters dealing with accident prevention problems from many of the countries supporting the Conference, film displays, etc.

During the Conference papers were given on:—

- The Role and Functioning of Safety Committees
- The Prevention of Accidents in Agriculture
- Safety of Machinery and the Role of Machinery Designers
- The Influence of Environmental Factors on Accident Prevention with particular reference to Colour in Workrooms
- The Human Factor and Safety
- Social Security and the Prevention of Industrial Accidents
- International Co-operation in the field of Industrial Safety

by speakers from Belgium, France, Argentina, the Federal German Republic, U.S.A., Italy, Great Britain and Sweden.

Thinking about the Congress as a whole, there was one factor which each speaker in his own way stressed again and again. This was perhaps most clearly expressed by Mr. H. R. Payne, O.B.E., *Imperial Chemical Industries Ltd.*, in his paper on "Education and Training for Industrial Safety." Mr. Payne said:—

"It is fundamental in our philosophy that every human being shall be given every opportunity of gaining for himself freedom to enjoy his family life, his social life, his leisure and his working hours. We are, it appears, irrevocably committed to an industrial way of life. There is, therefore, a responsibility which falls on industry, its managements and its supervisors of all grades."

This idea of moral responsibility for the prevention of industrial accidents was emphasised by Monsieur Edmond Perrin of France when speaking on the subject of safety committees and safety officers. Monsieur Perrin said that whether safety committees were legally required or not, they could only do good work when managements are willing and anxious to produce safely and recognise the responsibility which rests upon them.

In seeking to define the position and task of safety officers, Monsieur Perrin pointed out that their task in all countries and all industries seems to be very similar, i.e., they are called upon to act as advisers to all concerned in the factory in which they work, management and men alike, and their advice will only be listened to in proportion to the moral authority which they possess. **Safety officers need technical knowledge, but technical knowledge alone is insufficient; it must be accompanied by the rarer qualities of the difficult arts of persuasion and conviction.**

## *Men and Machines*

Dr. Kremer, of Germany, when speaking on the subject of "The Safety of Machinery and the Role of Machinery Designers", reminded the Conference that at present accident prevention chases after technique, because as soon as preventive measures have caught up with technique in any given field, it is found that technique is already a step ahead of prevention in another field. If real progress is to be made, the designer and builder

*(Continued on page 650)*

British delegates in St. Peter's Square, Rome. They are, left to right, Mr. H. Storey, safety officer, **F. Perkins, Ltd.**, Brigadier R. F. E. Stoney, RoSPA, Mrs. I. M. Nayler, **John Nayler & Son Ltd.** and Miss B. P. Park, writer of this article.

*The applications of the photo electric cell as an aid to productivity are well known, but its exploitation as a safety device is comparatively recent. Such equipment is still in the experimental stage, but here the writer sets out to show that it is, none the less, a versatile aid which does not hinder production.*

# This Safety Guard Does Not Hinder Production

**By HENRY ALLEN**

*Personnel Manager, **Yale & Towne Manufacturing Co.***

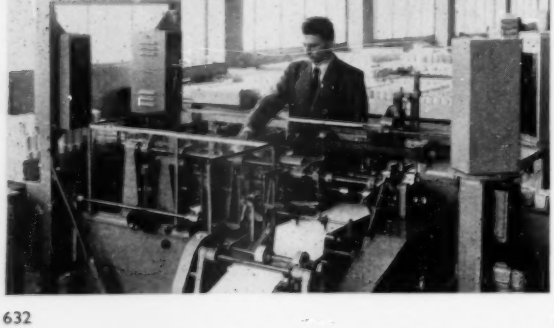
Photo electric cells are here used to guard a press brake. The device allows the overhanging metal, but not the operator's hand or wrist, to pass through the light curtain. It is proof against stray light and will fail to safety.

ALTHOUGH it rates highly in the opinion of those engineers and safety officers who have explored its uses and effectiveness, the photo electric cell is still only in the early stages of use as a safety technique. To some extent, this is due to the non-traditional character of the device so that engineers, expert in orthodox guarding and admirable in innovation with such guarding, have looked somewhat hesitantly upon electronics, the unfamiliar and relatively unknown.

Stated in its simplest terms, the photo electric cell operation is the conversion of incident light into an electrical current. The electric current is a flow of electrons, the flow being set moving by light radiations falling on the cathode, or surface, while the emitted electrons are collected by a second electrode, the anode. Physically, the cell consists of two electrodes mounted in a container, which is usually filled with an inert gas. The gas has the effect of amplifying the photo electric current some tenfold. The control medium is the light radiations, and this fact is a major argument for the increased use of the device in machine guarding since the light is transmitted through space and in no way inhibits the working of the machine. Where visible light radiations are used—and this is advisable—the operator's attention is alerted and he is made safety conscious. Conversely, if it is desired to conceal the device, it is easy to use invisible infra-red rays with equal effect. It must be emphasised that any kind of extraneous light, including daylight, should be excluded, as it may affect the device; but modern equipment is so made that it is protected by a special system which obviates the possibility of influence from extraneous light.

## *Unimpeded Production*

The photo cell device is unique in safety technique in its wide range of application. It can be used for machine guarding and it can be used to detect dust or gas, measuring both the density and concentration.



Presses are not the only machinery that can be guarded by photo electric devices. This bandage wrapping machine is surrounded by a light curtain. Mirrors are used to complete the circuit.

It can be fitted to an hydraulic press and it can diagnose flame failure on oil-burning plants. It can form a press brake guard and it can protect against burglars. It can lodge on a guillotine and is equally adaptable in switching off machinery in which components or material have jammed. It can protect against high voltage test equipment and it can de-clutch a forging press when the workpiece is below working temperature.

Such splendid versatility makes the photo cell invaluable in industrial safety and argues a strong case for its increased use. **Especially in the field of machine guarding is the photo cell ripe for a considerable future development, particularly with the modern trend towards believing that too much rigid mechanical guarding inhibits productivity.** This belief is widely held in America. Many mechanical guards undoubtedly limit a machine, and of course there are those many cases where the nature of the process itself makes too rigid a guard impracticable. The photo cell is the answer to that problem. It has all the safety values in that it instantly stops a machine when danger menaces, and the operator interrupts the light curtain, but it imposes no

check to operative's movements or to the machine process.

At present one of the most widespread uses of the cell in machine guarding is on presses. The equipment consists of a projector and photocell receiver, each being contained in a strong pressed steel cabinet. The de-clutching mechanism of the press is controlled. When the clutch is air operated, the device is an electrically controlled cut-off valve, and with presses having a foot-operated clutch, an electro-mechanical device is used. Instantaneously when the light curtain is interrupted, one of the photocell relays opens the solenoid circuit and the release device separates, thus freeing the clutch and automatically applying the brake so that the beam is brought to rest.

### *Automatic Check*

The photo electric guard also incorporates an automatic checking device to test the electronic circuit at every upstroke of the press. If the guard fails to respond to the test, the beam actuating a limit switch takes itself out of the circuit and de-energises the clutch release mechanism. The guard is then locked in the "safe" position and unless the fault is cleared the guard continues to lock out on each cycle and cannot be operated until it is re-set.

Apart from serving the purpose of machine guarding, the photo electric cell can be most usefully employed in flame detection and in flame failure. The cell will detect both smoke and flame. The detector device consists of an artificial light source focused on to a cell. If and when smoke enters a light ray, the circuit is thrown out of balance and instantly operates an alarm device.

## 7 Photo Electric Safety Uses

1 *Guard for press brakes, knife trimmers and power guillotines.*
2 *High voltage guard rail.*
3 *Dust and gas detection.*
4 *Oil- and gas-fired furnace flame failure detection.*
5 *Forge-press workpiece temperature testing.*
6 *Vehicle height gauge and crane control.*
7 *And smoke, flame and burglar detection.*

With photo electric flame failure devices, no artificial light projector is required because they are controlled by radiations from the flame being watched. What happens is that the fuel supply—to oil-fired furnaces and such installations—is cut off in the event of flame failure so that the hazard that arises when unlighted fuel passes into a heated flame chamber is scotched. The device in this application consists of a photo electric cell contained in a receiver incorporating an optical system which collects light radiations from the flame. The optical system comprises a glass window, a lens which focuses the light on to the cell, and a filter which absorbs the infra-red radiations given off from the lining of the furnace or boiler. The cell monitors the flame and responds instantly to failure.

### *Instantly Reliable*

Its instantaneous response is, indeed, one of the great values of the photo electric cell as a safety device. It can be used, for instance, to guard an area, as well as a machine and a person. It can, and increasingly is, being mounted round high voltage test equipment so that if anyone approaches the danger zone he interrupts the light ray and so causes the relay to disconnect the current.

Photo electric cells are reliable in operation if they are correctly installed at the outset, and they are easy to maintain. Routine inspections should check windows and lenses, while mountings must be tested for rigidity. Replacement of lamps is necessary about every three months, and if this is done as regular maintenance the possibility of failure will be negatived. The thermionic valve has a life of about twelve months, and should be replaced at approximately such intervals. Where machine guarding is concerned, the Ministry of Labour and National Service Factory Department has laid down some recommendations which the installations must meet. Manufacturers of the equipment will always give comprehensive assistance in installing the devices which are still, admittedly, in the experimental stage.

All the empiric working of this safety technique, however, has shown its value and stressed its potentiality. There is still some inhibition in using it but a closer knowledge of its methods and operation will encourage confidence in it as a reliable aid in industrial accident prevention.

## New Emergency Drill For G.E.C. Workers

UNDER the supervision of the works medical officer, Dr. C. R. Lowe (who is also Lecturer in Public Health at the University of Birmingham), the Main Safety Committee at the Witton Works of *The General Electric Company Ltd.* is training all employees whose work carries an electrical hazard in a new emergency drill.

The course of instruction takes place during working hours and is given to 20 employees at a time. For each group the training begins with a one-hour period during which the medical officer explains the theory of the first aid treatment of electric shock; and members of the Works' St. John Ambulance Brigade Divisions give a demonstration of the emergency drill to be used. This is followed in a week's time by a second period of one hour during which the group practises and perfects the drill previously demonstrated.

Dr. Lowe demonstrates the rocking stretcher treatment during a course of instruction for Witton Works employees.

The patient is tied to a specially constructed stretcher and rocked through 45° above and below the horizontal at a rate rather slower than the normal rate of breathing. In the head-down position the weight of the bowels and liver on the diaphragm expels the air from the chest, and in the feet-down position the same piston-like action sucks fresh air into the chest. At the same time the heart is massaged and the rocking movement helps to keep the blood moving round the body.

When an electric shock arrests normal breathing, the patient's chances of recovery are appreciably lessened if the beginning of artificial respiration is delayed for even a few seconds. Since it may take several minutes to fetch a rocking stretcher, transfer the patient to it and set it in motion, it is very important to bridge this gap with one of the older methods of artificial respiration.

Twenty-four rocking stretchers have been distributed about the Witton Works in such a way that the apparatus will be within easy reach of every possible danger point.

# How to Manage Office Personnel

## *2. The Role of the Office Manager*

**By J. F. FEWINGS-TATE**

*Manager, Central Office Services,* ***British Petroleum Co. Ltd.***

Mr. Fewings-Tate: "There is likely to remain a hard core of not very interesting jobs that simply have to go on."

**The office manager, says the writer, is "the latest recruit to the management team". The methods and machines now available for office work have produced a need for specialists in this field also. Here, in this second article of the series, are discussed the skills which go to make the good office manager. Chief among these are a capacity for detail and the ability to keep staff in the picture not only as regards what they are doing but also why they are doing it.**

IN the (*a*) good, (*b*) bad,* old days when the possession of a steady job with an established firm was a matter of conscious pride and when executives of progressive concerns expected to find their desks out in the corridor on returning from vacations, many otherwise well-informed people would have had no hesitation in asking: "What is an office manager?" "general managers we know", they would have said: "Works managers we have heard of, but who are you?"

The office manager is indeed the latest recruit to the management team. There, he fills the place traditionally allotted to that versatile player A. N. Other; he plays in many positions, sometimes in the forward line, responsible to the directors; on other occasions he may support the accountants. We are not presently so concerned with his place in the team, however, as with his activities in relation to those who look to him for guidance and, maybe, leadership.

Since no two office managers will have the same brief, any definition must be all-embracing and general. Essentially, the office manager is he who keeps the day-to-day life of the office going on; who supplies those services without which operating departments cannot function—services which must continue through good times and bad, irrespective of the ephemeral waves of optimism and troughs of pessimism which, as is well known, wash around sales departments for example. These basic functions will include perhaps the maintenance of centralised clerical services on which all departments may call ; the provision of office equipment and accommodation; building maintenance, the direction of an advisory service on office methods, and, in some instances, the training of clerical staff.

The office manager, like most of the human race, is a gregarious creature, and he and his fellows have banded themselves into an association for "friendly exchange of ideas on matters of common interest". Within that organisation, The Office Management Association, he may hope to pick the brains, and benefit from the experience of more than a thousand colleagues in organisations great and small up and down the country. At his disposal he will find a range of published papers dealing with every office activity; the Office Management Association list of those currently in circulation may indeed be considered at least as an indication of the number of subjects on which an office manager may need to be informed!

Developments in the last ten years—or perhaps one should say especially during the last ten years—in the methods and devices available for the more efficient execution of office work have produced a need for specialists in this field as in so many others. The skills needed to run a modern office seem to have grown to the point at which heads of operational departments simply cannot be expected to have either the

* Delete (*a*) or (*b*) as desired.

time or knowledge demanded to ensure their proper selection and use.

These matters, so readily dismissed as "detail", and still regarded as pedestrian by the uninformed, are vital to the smooth and economic running of the office, and the happy working life of the staff. If genius is "an infinite capacity for taking pains", then office management is an infinite capacity for attending to detail! The general manager will—indeed must—look to his works manager to provide the necessary guidance on the technical side; similarly he is coming to expect to find, for his office problems, expert knowledge at his disposal. That "know-how" on the administrative side should be provided by the office manager and his team.

So much—but not nearly enough—for his functions. In considering how his activities may affect staff well-being and morale, brief reference to certain relevant factors may be opportune. It has been well said that a man has a high morale in relation to his job when that job is something of a challenge to him—providing it is a challenge that he can meet. He must feel that what he is accomplishing is worth-while; and that he has been given the right tools for performing his work. His relation with other members of the group will also rank high among the factors designating his general attitude to the job, for there are few things more satisfying than to feel that one has a recognised and specific place in the microcosm in which one spends one's working day.

## 6 Skills for the Office Manager

1. A grasp of detail.
2. Giving credit where credit is due.
3. Maintaining an accurate, two-way flow of information.
4. Showing how each job fits into the whole pattern.
5. Eliminating unnecessary jobs.
6. Ensuring that staff have comfortable conditions and the proper tools for the job.

### *No Easy Task*

Here then is a heavy responsibility—to see that the best use is made of each man according to his ability; that every employee knows how he is doing (as well as *what* he is doing) and that credit is given where credit is due. That the importance of this is generally realised by office managers was well evidenced last year by the fact that one day of their Association's annual conference was given up to papers and discussions on present and future lot of office staff. In a previous article some reference was made to the need to make the best use of all available human material today on grounds of both conscience and expediency. The "good employer" of 1955 may feel that he has a kind of duty, not merely to himself, not even to the country, but to the employee as a human being to ensure that the latent ability of every individual is used to the best advantage. **An intensive study of digital computors during the last three months has persuaded me that a human being with the lowest known I.Q. is so far ahead of any electronic brain that one must pause anew and wonder at this greatest development of the physical creation.**

The pursuance of such a policy, in so far as it is possible in this imperfect world, will, I believe, pay dividends of many kinds. In those circumstances when it is possible to limit human employment to those tasks in which a man or a woman may reasonably be expected to take a rational interest, then we may expect that the results will be reflected in the quality of their work.

It is related that an office efficiency expert, engaged on a preliminary survey prior to an assignment, was asked by the general manager of the company concerned about the general attitude of the staff to their work.

"Do they", enquired the manager, "know what they are doing, and why they are doing it?"

The efficiency expert reported with diffidence that only one person—a girl—had actually indicated that she really knew the purpose of her activities. Not unnaturally taken aback, the general manager cheered up after a moment, however, and said:—

"Never mind: who is she? What does she do? I'll double her salary right away."

"Actually", replied the efficiency expert, "she was a Miss Brown who, when I interviewed her, was knitting a jumper in the typing pool on the 7th floor."

We are all sure that kind of thing could *never* happen in our own organisation—or are we? The point is that the office manager can do much to speed the flow of information from the top to the bottom of the organisation, and when necessary, in reverse! Many operations which seem pointless to the performer become much more interesting if they can be seen in relation to the stages leading up to them and the subsequent action taken afterwards by other people. In other words, the merit of the jig-saw only becomes apparent when one can see where the pieces fit in to the pattern as a whole. This is a function of good supervision that the office manager should inspire among his junior leaders.

### *Always Some Drudgery*

The question of drudgery is difficult. It has been established that many of the more dreary tasks can be performed by machines more efficiently and cheaply, especially when they are repetitive in nature. **Anyone who supposes, however, that all office tasks can be made interesting would be optimistic; after all that can be done by machines, by methods improvements and the like has been done, there is likely to remain a hard core of not very interesting jobs that simply have to go on.** It is perhaps as well for the future character of the human race that this should be so, for the elimination of all need for perseverance and application to unattractive jobs would hardly encourage the growth of that tenacity of purpose on which every kind of achievement ultimately depends.

The elimination of non-productive jobs is another matter, and so is the avoidance of the frustration produced

(*Continued on page 646*)

# Quarter Million Settle in Britain

AMONG the interesting facts and figures that emerged during Sir Walter Monckton's last quarterly review of certain aspects of his Ministry's work were:—

### *Disabled Workers*

Of the 830,000 disabled men and women on the register only 44,000 are unemployed. During last year 115,000 were placed in ordinary employment.

### *Immigration*

Since the war more than 250,000 people from Europe have settled in Britain. Since 1951 nearly 10,000 Italian workers have been brought over to this country to work in undermanned industries. In one year recently as many as 50,000 Irish men and women came to Britain, while 10,000 Jamaicans have come here since June 1953.

### *Coalmining*

During 1955 the Ministry in co-operation with the National Coal Board will be undertaking an intensive and sustained publicity campaign to stimulate recruitment for the mines.

### *Nursing*

Over the whole nursing service the rise in post-war years has been truly remarkable—90,000 nurses and midwives which is a rise of over 50 per cent. But many mental and mental deficiency hospitals are seriously understaffed. For these an additional 8,000 to 10,000 are needed.

### *Factory Building*

Up to the end of 1954 about 71 million square feet of factory space has been built in the development areas and it is reckoned that this has provided something like 225,000 jobs.

### *Employment Exchanges*

"We are now aiming at a 'national employment service'—not an 'unemployment' service. . . . It can see that workers go into jobs which make the best use of their skills—jobs in which they will settle down and do good work."

## OUTPUT UP AND UP

THE index number of industrial production (1948=100), prepared by the Central Statistical Office, is estimated provisionally at 138 for February, 1955, compared with a revised figure of 134 for January, 1955. Figures for the corresponding months a year ago were 130 for February, 1954, and 127 for January, 1954. On the basis of information so far received the index for all industries for March, 1955, is expected to be 139-140. The index for March, 1954, was 132.

## SAFETY NEWS AND VIEWS

### Eyes

SPECIAL attention is to be given later this year in the Wolverhampton region to a campaign aimed at reducing the number of eye accidents in industry. Initiative in the matter is being taken by the Management Committee of the Wolverhampton group of hospitals, together with specialists of the Wolverhampton and Midland Counties Eye Infirmary.

Co-operation has been sought and obtained from the local branches of the Engineering and Allied Employers' Federation and the Wolverhampton and District Trades' Council as well as from the many large firms in the region. It is hoped that the campaign will be formulated by June and will then run through the summer and autumn.

### Ears

MORE workers were being exposed to injurious sound through industry's increasing use of equipment producing intense noise, said Air Vice-Marshal Dalziel Dickson at the recent Congress of the Royal Sanitary Institute at Bournemouth.

The best method of protection, he claimed, was the use of ear defenders fitted to a head-band. Cotton wool, he said, offered no protection against present noise levels. Acoustic trauma, the result of exposure to noise of high intensity, was perhaps the most frequent industrial danger to ears.

### Lungs

WHETHER cadmium poisoning should be a "prescribed disease" under the National Insurance (Industrial Injuries) Acts, and, if so, for what occupations, is being considered by the Industrial Diseases Sub-Committee of the Industrial Injuries Advisory Council.

Industrial Injuries benefit can already be claimed for acute cadmium poisoning as "injury by accident." The Committee are enquiring into the possibility that prolonged exposure to cadmium at work can give rise to chronic ill-health against which insurance cover should be provided.

Persons and organisations interested in the question of prescribing cadmium poisoning are invited to submit written evidence. Communications should be addressed to the Secretary, Industrial Injuries Advisory Council, 10, John Adam Street, London, W.C.2, to arrive not later than 6th June, 1955.

# Worker Gets £500 For One Idea

FOR thinking of a new idea for wrapping "Spangles," *Mars Ltd.* paid an employee, Mr. Harold Ross, no less than £500. Harold did not see why the fold of the sweet's individual wrap should not be sealed at the narrow edge instead of going over the middle. He reasoned that if this method were adopted a lot of paper would be saved.

He tried out his idea wrapping "Spangles" by hand and there didn't seem to be any snags, so he put it to his shift manager, Mr. V. Wilson. Together they tried it out and Mr. Wilson was impressed. It was finally agreed, after much testing, that Mr. Ross' method protected the product equally well, provided a wrapper that could be easily undone and saved a large quantity of paper.

The decision was made to change to the new method and the necessary changes were made to the wrapping machines in order to take the narrower rolls of paper. The firm's Board considered the idea was worth £500, and a cheque for that amount was presented to Mr. Ross.

Harold Ross looks at his £500 cheque.

Mr. A. W. Browne, O.B.E. (left), chairman of the *Chloride Electrical Storage Co. Ltd.*, presents a certificate and cheque for long service with the *Tudor Accumulator Co. Ltd.*, to the company's own chairman, Mr. P. G. A. Cattermull. Fifty-six employees with 25 years' or more service were also presented with cheques for £100.

## Dutch Treats

FIVE-DAY trips to Holland for 50 of their employees have been arranged by *T. Wall & Sons, Ltd.*, ice-cream and meat-products' manufacturers of London, Manchester and Edinburgh. Places were allocated by ballot, which was open to employees throughout the country with five or more years' service with the firm.

The trips have been arranged between *Wall's* and *Unilever (N.V.)* of Holland, to promote goodwill between British and Dutch industry and are partly in gratitude for visits arranged by *Wall's* in Festival of Britain year, when employees of the Dutch company were entertained in this country.

The trips, which began on May 18, will number five in all. They will include visits to Rotterdam, The Hague, Amsterdam and the Dutch National Park.

Also to visit Holland this year are 36 members of another firm in the *Unilever* group, *Mac Fisheries Ltd.* Over 150 Macs applied to go on these trips so a series of ballots had to be held. This year the visitors are to stay at Zandvoort.

## Worker Stockholders

THE release by *I.C.I.* of its final dividend notice disclosed that a sum of £2,652,857 had been allotted for the first year's payment under the company's new Profit-Sharing Bonus Scheme. Of *I.C.I.'s* 112,000 staff and payroll employees, over 80,000 are due to benefit.

Under the scheme, announced in May, 1954, every employee whose length of service qualifies him for the Scheme, collects a 1 per cent bonus on his pay for each 1 per cent *I.C.I.* pays out in dividend over and above 5 per cent. Declaration of final dividend showed 6 per cent, making 10 per cent for the year, it follows that *I.C.I.* men and women will receive 5 per cent of their wages or salaries as bonus.

This money will be used by trustees to buy *I.C.I.* shares. When the trustees have accumulated enough to buy 25 £1 units for an employee, the whole amount will be registered in his name and the stock certificate handed over to him.

## Ideas Awards

LT.-COL. MAURICE W. BATCHELOR, J.P., chairman of *Batchelors Peas Ltd.*, recently presented prizes to seven employees, winners of the 100 guineas suggestion scheme award. Top award of 25 guineas went to Mr. Frank Hides, of Sheffield, whose suggestion for an improvement to hoppers feeding the inspection belts will lead to a considerable saving of peas. Other awards included one to Mr. R. Colley, a sales representative, in the Leeds sales area, who suggested a simple way of using old celluloid covers to protect sample cans.

# APPOINTMENTS

AT the annual meeting of the Scottish Welfare Officers' Association, held in Edinburgh, the following office bearers were appointed for the ensuing year:—

President, **Mr. G. McCORKINDALE,** County Welfare Officer, Dumbarton; vice-presidents, **Mr. T. TINTO,** Principal Administrative Officer, Corporation of Glasgow, and **Mr. J. C. CORMIE,** County Welfare Officer, Renfrewshire; **Mr. A. MUIR,** Welfare Officer, Greenock, was appointed honorary secretary and treasurer.

Replicas of the presidential badge were presented to the retiring president **Mr. JOHN DONALDSON,** of Banffshire, and **Mr. R. INGLIS,** of Dumbarton, who was president during the year 1953-4.

**MR. F. HILL** has been appointed Head of *I.C.I.* Pensions and Assistance Funds Department taking the place of **MR. J. A. L. YOUNG** who has been appointed a director in the Billingham Division. Mr. Hill, who is 43, was appointed secretary of the Pension Funds and of the I.C.I. Savings Bank in 1951.

**SIR LEONARD LORD, K.B.E.,** chairman and managing director of the *British Motor Corporation*, has been elected 1955/56 president of the Institution of Production Engineers. The chairman of Council is **MR. RONALD G. PRYOR,** chairman and managing director, *Edward Pryor & Son Ltd.*, Sheffield, and the vice-chairman of Council is **MR. H. G. GREGORY,** manager (Northern Factories), *Fairey Aviation Co. Ltd.*, Stockport.

# WAGES NEWS

FOLLOWING the lead recently given by the Civil Service, local authorities are to introduce by instalments equal pay for women in administrative departments. About 50,000 women will be affected.

The first instalment will be paid this summer and further instalments will follow at intervals until women receive their full new rates in 1961. In the Civil Service the first instalment was paid with effect from January 1 this year while women teachers received theirs on May 1.

So far as local government is concerned, the grades in which women are regarded as engaged on equal work are those in which both men and women are recruited and in which they are employed on common conditions. Local authorities will also follow the lead of the Civil Service in raising the pay of women in certain grades where men are in the minority and the rates paid are regarded predominantly as "women's rates." These include shorthand-typists and duplicator operators.

THE index of weekly rates of wages, based on June, 1947 (taken as 100) was 149 at the end of March this year compared with 146 at the end of February, a rise of three points in one month. Changes in wages rates during March resulted in an increase of about £1,266,000 in the weekly full-time wages of about 3,119,000 workpeople. The main increases affected workers in engineering and shipbuilding, motor vehicle retail and repairing, and the iron and steel industry.

# IN BRIEF

A SAFETY officer had decided to show a safety film in the works canteen during the lunch hour. A man was blacking out the canteen prior to the showing and was up a ladder dealing with a window in the jack roof. The ladder slipped and he was thrown to the floor and injured. Whether the show went on, we don't know, but we do know that the film was called "You Can't Be Too Careful". **(RoSPA Bulletin.)**

* * *

During 1954 the *David Brown* Tractor Group employees submitted a total of 277 suggestions of which 105, or 37.9 per cent, were accepted. The total number of employees in the Group was 3,298, but of these only 173 submitted suggestions. The sum of £360 was paid out in awards.

* * *

Last year the number of *Vauxhall Motors Ltd.* employees reached 15,000. Earnings of hourly-paid employees averaged £13 1s. 3d. a week and in addition expenditure on various employee benefit plans such as pensions, insurances, paid holidays, profit sharing and so on averaged 48s. per employee per week.

* * *

The Australian Flood Relief Fund has received £977 from *Dunlop* employees in this country, and the Company has brought their contribution up to £1,500.

* * *

A novel illustrated leaflet, which shows "How The Money Goes", has been introduced by *Procea Products Ltd.* for distribution with the company's annual report. Appropriately, it shows a loaf of bread cut in proportionately sized slices to represent percentage expenditure, listed under eight headings. Smallest slice of all (1.1 per cent.) is for shareholders.

*(Continued on page 649)*

# MANAGEMENT BOOKSHELF

## Executives

**Training Managers in the Public Services.** *Allen and Unwin*, 84 *pp.*, 7*s.* 6*d.*

THE recent Fleck report has brought to the attention of the public the need for better leadership and management in the coal industry. This book is a symposium of lectures organized by the Institute of Public Administration, and it gives an account of the schemes for training in management that have developed in the public services and the principles on which they are based.

The director general of the Coal Board's manpower and welfare department, Mr. J. Macdonald, has contributed a chapter. It shows that the Board is well aware of the need to train its managers in both the technical and social requirements of their work. A number of schemes for training both technicians and non-technicians in management are described in full.

Further chapters describe how the L.C.C., the Post Office and the Electricity Authority are coping with their own peculiar management training problems.

## Foremen

**Foreman, 1955.** *Industrial Welfare Society.* 2*s.*

A NEW edition of *Foreman* addressed specifically to foremen in this country is now available. The contents of this issue cover views of foremen themselves on the difficulties of their job, frank criticisms of types of foremen, the promotion problem, discipline, industrial psychology, industrial safety, welfare, labour relations, women in industry, national savings, dealing with rumours, books for foremen, and a host of other informative and amusing material specially assembled with the interests of the supervisory grades in business and industry in mind.

## Salesmen

**A Company Guide to the Selection of Salesmen.** *By Milton M. Mandell, American Management Association*, 160 *pp.* $4.75.

THE product of a questionnaire enquiry, this handbook gives a practical report on the current practices of 180 manufacturing firms. It sets out to demonstrate how industry is attacking the problem of salesman selection and to provide a guide for those companies interested in reviewing present selection methods or developing new ones. All types of selection devices are dealt with in detail, and there are 50 pages of facsimile reproductions of actual forms. Any company which reckons that the cost of a mistake in hiring a salesman approaches the figure of £2,388 given in this enquiry should find this book to be of particular interest.

# *How A Family Firm Trains Its Workers*

(*Continued from page 619*)

on matters relating to their own education or that of their dependants; an Award Scheme is administered which grants cash awards to employees taking courses of study and passing their examinations; a Family Education Scheme is administered through the department; and a certain amount of research work is carried out into the use of psychological tests for selection purposes, for the manufacture of visual aid material—filmstrips, charts, etc.—and into ways in which the effectiveness of the department can be made more far-reaching in the organisation.

## *Employees' Children*

And now a special word about our Family Education Scheme. There are not always enough grammar and technical schools in a district to meet local needs and at the same time some of our employees want to give their children the best possible start in life. Sometimes, however, those parents are unable to get any financial help from the local education authority so that the cost of such education often entails much hardship to themselves.

To alleviate this hardship the firm introduced the Scheme in 1948. Grants are paid to employees whose children are receiving education at a cost to the parents which exceeds £25 a year. For the first child the grant is 20 per cent of the excess cost, for the second child it is 25 per cent of all fees and for the third and subsequent children it is 30 per cent of all fees. For this purpose "children" are young people between the ages of 5 and 21 who are attending recognised schools or universities where fees are payable.

A recent development which is now beginning to assume some considerable importance is the arrangement of part week conferences for architectural students and lecturers in architecture at Technical Colleges and Universities. These visits are aimed at providing the fullest amount of detail to students and lecturers in order that they may appreciate more fully the potentialities of the product and in this way the Education Department is fulfilling a function which is specifically related to the sales side of the organisation and the relation it has with architects and designers.

The activities described above are extensive and it is usual for some 2,000 to 2,500 people to pass through the hands of the department each year. It is difficult to assess the value of an Education Department in terms of pounds, shillings and pence, *especially where the primary activity is educational as distinct from training*, but it is generally accepted that the department is fulfilling a real need in the organisation and contributing to the success of the whole group.

# A Glossary For Managers

A PROGRAMME: Any assignment that can't be completed by one telephone call.

TO EXPEDITE: To confound confusion with commotion.

CHANNELS: The trail left by inter-office memos.

CO-ORDINATOR: The fellow who has a desk between two expeditors.

CONSULTANT (OR EXPERT): Any ordinary fellow more than 50 miles from home.

TO ACTIVATE: To make carbons and add more names to the memo.

TO IMPLEMENT A PROGRAMME: Hire more people and expand the office.

UNDER CONSIDERATION: We're looking in the files for it.

A MEETING: A mass mulling of master minds.

A CONFERENCE: A place where conversation is substituted for the dreariness of labour and the loneliness of thought.

TO NEGOTIATE: To seek a meeting of minds without knocking together of heads.

RE-ORIENTATION: Getting used to working again.

RELIABLE SOURCE: The man you just met.

INFORMED SOURCE: The man who told the man you just met.

UNIMPEACHABLE SOURCE: The man who started the rumour originally.

A CLARIFICATION: To fill in the background with so many details that the foreground goes underground.

WE ARE MAKING A SURVEY: We need more time to think of an answer.

LET'S GET TOGETHER ON THIS: I'm assuming you're as confused as I am. ("**Sanaco News**" Supplement, Spring, 1955.)

---

THE Prime Minister has approved the appointment of **DAME MARY SMIETON** to succeed **SIR HAROLD WILES** as Deputy Secretary in the Ministry of Labour and National Service when Sir Harold retires on 25th June. She was recently Under-Secretary in charge of the Safety, Health and Welfare Department.

**This feature tells how *Vauxhall Motors Ltd.* ensure a steady supply of skilled labour for their canteens by training their own cooks over a five-year period. It is a training scheme open to any industrial canteen with adequate kitchen facilities and the skilled staff to give the instruction.**

A trainee undergoes instruction. In the case of girls the *Vauxhall* course lasts three years.

# How Vauxhall Train Their Catering Staff

**By L. BANHAM**

THE Vauxhall Motors Recreation Club has for some years operated a Catering Trade Apprenticeship Scheme for boys and girls so that a succession of fully-trained young people is always available to the catering section.

Since the annual turnover of the Club is £250,000 and the total number of people employed by the company is now 14,000, it will be realised that this is a most important section and due regard must be paid to the recruitment and training of its personnel.

At the moment the apprenticeship scheme is for five years in the case of boy entrants and three years for girls. The practical training is provided under fully qualified and competent chefs, bakers, butchers, waiters, cellarmen and the like and subsidiary training is gained at the Hotel School at Westminster Technical College and by training periods at local suppliers. English grammar and arithmetic may be studied at the Vauxhall Education Centre or at the local Technical College and accountancy and administration are included in the curriculum.

Usually *Vauxhall* recruit two girls and two boys each year for their Scheme. The successful applicants are required to be 16 years of age at entry and be willing to have a medical examination by the Company's medical officer before appointment. The first six months are regarded as a probationary period and, if the trainee is regarded as satisfactory at the end of this time, then an agreement is signed between the Club and the parent or guardian.

At the end of the apprenticeship this agreement is endorsed with the full details of the training given. No premium is payable and no financial bond required. The general secretary of the Club assumes responsibility for the training and welfare of the apprentices, and the catering manager sees that the training programme is carried out. A watching brief is held by the General Council of the Club through a Catering Apprentice sub-committee.

*Vauxhall's* have two canteens (one at Dunstable) and a cafeteria. Main meals are served at midday and midnight and snacks are sold at other breaks. Luncheons and dinners for social occasions are frequent and in one way and another the apprentice gets a sound and comprehensive training. The details of training are:—

**First Year.**

***Boys and Girls***

*Four Months.* Kitchen routine. (Commodities used and vegetable preparation.)
*Two Months.* Making sauces and soups.
*Three Months.* Larder work.
*Three Months.* Revision of previous work.

**Second Year.**

***Girls only***

*Nine Months.* Attendance at the Hotel School, Westminster Technical College, for cookery course.
*Three Months.* Bakery, including pastry and confectionery, preparation of puddings and sweets.

**Second Year.**

***Boys only***

*Four Months.* Butchery. (Outside training).
*Eight Months.* Bakery.

**Third Year.**

***Boys only***

*Nine Months.* Cookery course at Westminster Technical College.
*Three Months.* General revision.

**Third Year.**

***Girls only***

*Three Months.* Control of linen room. Repairs to linen. Waiting and buffet service.
*One Month.* The storing of wines and mixing of cocktails.
*Two Months.* Administration, stock control and revision of past work.
*Three Months.* Revision of course.

**Fourth and Fifth Years.**

***Boys only***

*Four Months.* Accounts office.
*Two Months.* Bar. (Wines, spirits, beers, liqueurs, waiting, etc.).
*Four Months.* Manager's office. (Buying, etc.).
*Four Months.* Stores control.
*Ten Months.* Catering revision and supervision.

Permanent records are kept of time-keeping, conduct, practical

With 14,000 people now on their payroll, *Vauxhall* must pay close attention to recruiting and training staff for their catering section.

efficiency and classwork, and reports are sent to parents every four months. The apprentice is asked to summarise knowledge gained each month in a report to the canteen manager.

How far can industry as a whole follow the *Vauxhall* example?

In the words of Mr. B. C. Edwards, secretary of the National Joint Apprenticeship Council, any catering establishment may take part in the Apprenticeship Scheme for Cooks provided that:—

(*a*) the range of cuisine is such that, within the establishment's kitchens, the apprentice can receive instruction in accordance with the Council's "Recommended Scheme of Training",

(*b*) that there are the necessary skilled and experienced staff to give the instruction,

(*c*) that the employer is willing to allow the apprentice to attend classes at a Technical Institution on one day a week, or the equivalent thereof, throughout the five-year period of apprenticeship, without loss of pay or time off.

The procedure is that on receipt of an application for the registration of an apprentice, the suitability of the establishment is first considered by the appropriate Regional Apprenticeship Committee and a recommendation is then made to the National Council which makes the final decision.

The fullest detailed information regarding this Scheme can be best obtained from the Secretary, The National Joint Apprenticeship Council of the Hotel and Catering Industry, 24, Portman Square, London, W.1. A copy of the pamphlet "The Recommended Scheme of Training" costs 3d. This pamphlet contains a specimen timetable and a suggested outline of kitchen training, together with details of complementary training courses in technical institutions. Broadly it is expected that the apprentice will spend five years between the following departments:—

1. Butchery preparation two months.
2. Fish preparation .. two ,,
3. Poultry and game preparation .. two ,,
4. Larder .. .. nine ,,
5. Soup .. .. six ,,
6. Roast and grills .. four ,,
7. Vegetables, eggs and farinaceous cookery six ,,
8. Fish .. .. eight ,,
9. Sauces .. .. nine ,,
10. Pastry .. .. nine ,,
11. Relief cook, last three months of apprenticeship.

Such a timetable will vary with the class of establishment and also on the question of such sections as butchery, fish and poultry being combined within the larder department.

It might seem at first sight that it would be difficult for an industrial canteen's staff to take part in the Scheme but, where training facilities are adequate, the National Council would warmly welcome the participation of industry. The Scheme is already gaining ground and it is expected that the number of apprentices will soon have reached 300. Again, in the "Suggested Outline of Kitchen Training" there is nothing that need alarm a progressive canteen manager or his staff.

*Vauxhall*, anyway, are one firm convinced of its worth and in the words of Mr. R. R. Hopkins, personnel manager, "a number of our young people are already making a very useful contribution to the work of the Catering Department."

## CANTEEN ADVICE BUREAU

*Can you recommend an efficient and reasonably priced detergent for use in our canteen?*

WE are sending to you under separate cover literature concerning a well-known brand of detergent, together with price details and the name and address of the nearest supplier to your address. You will see that there are two grades of this detergent suitable for use in dish-washing machines and one grade suitable for washing up by hand.

The requirements of a dishwashing machine are somewhat different from those for ordinary dishwashing by hand and it is important to make this distinction.

In the case of machines it is equally important to supply the detergent user with specific and precise instructions for use for any particular make and model of machine. It may, even then, be necessary for a representative to call and inspect the dishwashing installation in order to advise on the most suitable grade to use and to take note of any unusual features which would involve a departure from standard instructions. This inspection of the dishwashing machines entails neither fee nor obligation.

Should you decide to follow this up, I would advise you to give the following details about your machine:—

Make and model number.
Hardness of water supply.
Whether wash or rinse water softened.
Average daily rinse water consumption.
Whether machine scaled up or corroded.
Number of hours operated daily.
Describe any special or unusual features of installation.

If, however, you have no accurate information regarding the water as supplied to your machine then send a small sample, say a medicine bottle full, for testing.

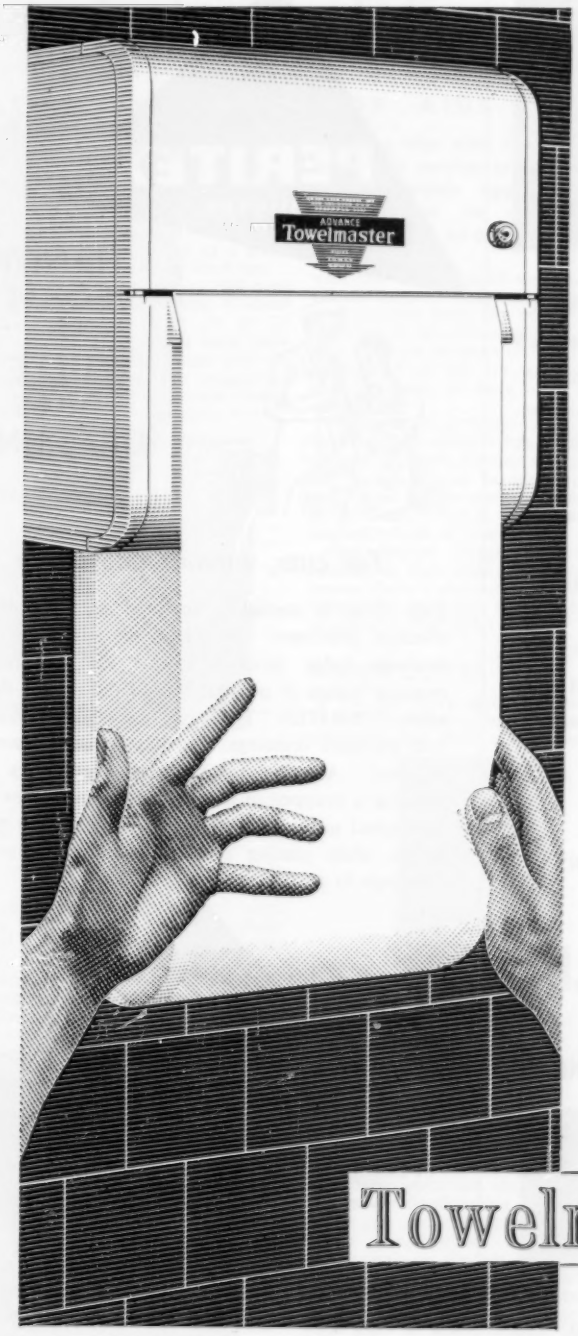
## Cooking Guide

**Trade Cookery.** *Published by Evans Brothers Ltd., at 12s. 6d., is the combined work of Hilda James and Dora Seton.*

THIS work is for those who want a reliable guide to basic trade principles and authentic trade recipes.

The recipes are clearly set out and the method of working shown in logical sequence. The canteen cook who is attending a City and Guilds Cookery Course, and the apprentice who wants a basic knowledge, would do well to have a copy.

This book, however, will never be regarded as a standard work for one has the impression that it was written in a hurry and there are several points that need to be cleared up. Used, however, in conjunction with attendance at a Cookery Course at some technical institution it will prove, as it claims to be, a help to the student.




# A clean soft dry towel for every pair of hands

**How does the Towelmaster work?**
A pull. Here's a length of laundry-fresh towel, enough and to spare for a really good dry. And as you pull, the used portion automatically winds into a separate compartment of the gleaming white Towelmaster cabinet. Nothing more efficient. Nothing more hygienic.

**How much does the Towelmaster cost?**
5/- per roll of towelling. Minimum usage only one roll per cabinet per week. Installation is free. Maintenance is free (two or more cabinets). No replacement charges. In fact there are no other charges whatsoever.

**How much is the Towelmaster worth?**
Those few shillings give 180 pairs of hands an honest-to-goodness dry. Benefit staff and visitors alike. Give you 45 yards of *goodwill*. And what an infinitesimal price to pay for a clean bill of health!

*What are your particular needs? We'll be glad to discuss them — without obligation.*

**ADVANCE**

# Towelmaster

*Advance Linen Services Ltd., (Dept. T20), Stratton House, Piccadilly, London, W.1. Telephone: Mayfair 8886.*

# This man is laying SAFETY

THIS man is laying "Safety-Walk" self-adhesive non-slip surfacing. It is a one man job. He does it quickly, easily, without disturbance to work routines or interruption of production.

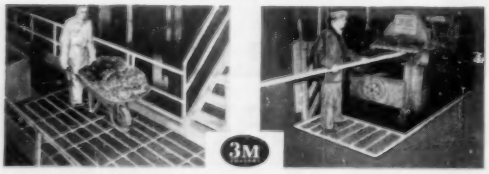
His work means safety against the slightest risk of slipping and falling; protection for his mates against personal injury—assurance for his management against liability.

"Safety-Walk" is the complete answer to wet, oily and all slippery floor conditions. Its tough lightweight cleats can be used indoors or out; stick and stay put on any clean surface. Its hard grain mineral coating is wear-, wet- and oil-resistant.

Available in four standard cleat sizes.

**ON DISPLAY AT**
**STAND B.5**
**SAFETY & FACTORY EFFICIENCY EXHIBITION**
**BIRMINGHAM—JUNE 24-JULY 1**

## "SAFETY-WALK"
TRADE MARK
*Type 'B' Self Adhesive*
**'WETORDRY' NON-SLIP SURFACING**




*Manufactured by:*
**MINNESOTA MINING & MANUFACTURING CO. LTD.**
**ADDERLEY PARK · BIRMINGHAM 8**

# PERITEX IN INDUSTRY

## THE HANDY FORM OF TULLE GRAS DRESSING

***For cuts, wounds and burns***

Tulle Gras is medically accepted as a speedy and effective treatment for burns and wounds. Free drainage helps quicker healing and its painless removal makes it popular with Doctor and Patient alike. "PERITEX" Tulle Gras offers many advantages over standard dressings. No scissors or tweezers are required. Already cut into convenient sizes, each dressing is wrapped in transparent covers so that it can be applied untouched by hand. Simply slide off the covers when placing on the wound. Tins of 150 dressings in two sizes.

*Full information from Sole Distributors to Industry:*
**SOUTHON LABORATORIES LTD**
84-88 UPPER RICHMOND ROAD, LONDON, S.W.15

# *New Industrial Equipment*

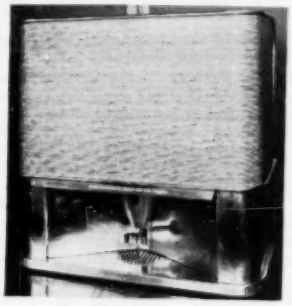
## EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

## *Canteen*

### TEA DISPENSER

THIS new machine is a self-service automatic tea dispenser, which, by the simple pressure of a cup to a lever, will fill it with hot and really fresh tea.

It will do this at the rate of 600 cups of tea an hour with a minimum of about 3 minutes' attention every 20 to 25 minutes. When 210 cupfuls have been drawn-off, a warning bell rings, and the operator then changes the magazines of tea and milk. One counter-hand, part-time, can do all the necessary work.



**Front view.**

Fresh boiling water is used for each cup of tea made. As one cupful is being drawn-off, another is being brewed in readiness for the next cup pressed to the lever. The requisite quantity of milk is simultaneously supplied from a separate reservoir.

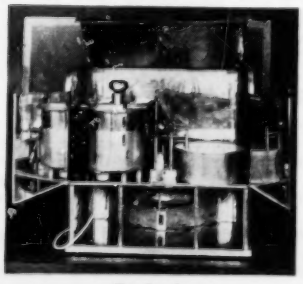
The tea magazine consists of eight segments, each filled with a carefully measured quantity of tea. Boiling water passes through a section of each segment by the automatic rotation of the magazine lid as each cup is brought in contact with the dispenser lever, so dry tea is brought into use for each cup.

All parts of the machine in contact with the water, tea or milk are of hot-tinned copper, nickel alloy or stainless steel, so that there can be no tainted or discoloured tea drawn-off.

A constant temperature of 165-170° is maintained in the tea reservoir by an electric heater, so there is no possibility of cool tea.

The speed of service is largely governed by the human element, but it will dispense cups of tea with automatic regularity as fast as queue and barrier arrangements will allow. A prototype model on test at the NAAFI Stores in Kennington has reached a total of 12 a minute.

One special feature of interest to caterers is that with this automatic tea brewer there is no wastage, for fresh tea is brewed for each cup, and not by the pot or gallon. **(PM/939.)**

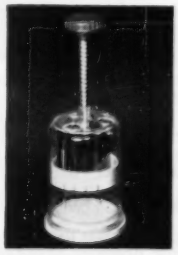


**Back view.**

**Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions — preferably accompanied by an illustration suitable for reproduction — of new products.**

### ONION CUTTER

THE five sharp spring-operated blades of this onion cutter retract automatically into their plastic casing. All the metal parts are rustproof and are easily cleaned. The cutter is complete with a wooden chopping base. **(PM/940.)**



## *Welfare*

### OFFICE COMFORT

THESE chairs are claimed to be the latest development in functional design and correct posture seating.

The special-rubber backrest cushion of the chair on the left is moulded to a curve thus accommodating itself to the user's back. Backrest adjustment is by means of the new "torsion bar action." The seat is anatomically shaped to relieve pressure upon the spine and under the knee. The chair is available in good quality material with a wide choice of colours.

Intended for the top executive, the luxury chair on the right enables the user to recline in a relaxed position or to obtain correct posture support for desk work. It also embodies the "torsion bar action." The seat elevation is 17 to 20½ in., with screw-pillar adjustment, and the base is fitted with ball-bearing castors. **PM/941.)**

### SALT TABLETS

NOT only foundries, but also laundries and all industries where high temperatures are inevitable will find salt tablets of value. The tablets are effective for preventing cramp arising through excessive perspiration and consequent loss of salt from the body. Each tablet contains 2½ grains of sodium chloride in a pleasantly flavoured base. Two or three of these tablets may be dissolved in ½ pint of water to produce a pleasant drink. Tablets are supplied in packs of 500. **(PM/942.)**

## *Efficiency Aids*

### POURING DEVICE

THIS new patent pouring device will fit many kinds of containers of varying shapes and sizes. It can be

useful in many industries for the safe and economical pouring of liquids, such as paint, thick oil, creosote and syrup, to mention but a few. It can be fitted to the container concerned in a few seconds with the result, claim the makers, of reducing spillage to a minimum. **(PM 943.)**

## MAINTENANCE TROLLEY

THIS service and maintenance trolley brings the tools to the job. The top shelf is for parts and components, the middle shelf for tools and equipment in use, whilst the lower section provides lock-up storage for mechanics' tools and

instruments. Its dimensions are as follows:—

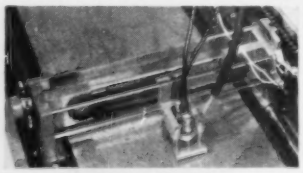
| | |
|---|---|
| Dimensions .. | .. 30″ × 15″ × 35″ high |
| Frame | 1¼″ × 1¼″ × ⅜″ angle, welded |
| Top shelf .. | .. 18 gauge, 1″ deep |
| Middle shelf | .. 20 gauge, 3″ deep |
| Tool lock-up | .. 20 gauge, 9¼″ deep |
| Front castors | H.D. type, ball bearing swivels |
| Wheels .. | .. Pressed steel, 9″ × 1″ |
| Weight .. | .. .. 75 lb. |
| Finish .. | Olive green, red wheels |

**(PM 944.)**

## FLAW DETECTOR

TWO new developments of the ultrasonic flaw detector are now available.

The automatic scanning and recording equipment shown here is a linking of the flaw detector with an automatic pen recorder. It was designed, at first, for the examination of long welds in large welded pressure vessels as an alternative or supplement to X-ray examination Its field of application is now, however, very much wider, and it is claimed that it will show considerable savings



in both time and materials when compared with, for example, X-ray photography.

The other innovation is a depth gauge. It supersedes one of earlier design and is claimed to be very accurate. It can detect the thickness of a pipe or plate at any point without a costly shut-down or docking. **(PM 945.)**

## FLEXIBLE SCREWDRIVER

NOW available in this country are a range of flexible screwdrivers. They are made with either plastic or wooden handles and insulated shanks. Except for the model designed for radio and precision mechanics, all are supplied with interchangeable blades. **(PM 946.)**

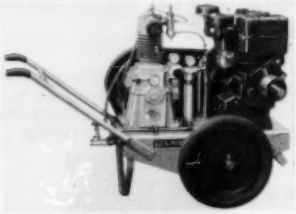
## LONG-REACH PLUG SPANNER

A NEW spanner has been designed to make plug removal easy. It has a long handle and a swivel-jointed head, and so it should reach awkwardly placed plugs with little effort. It is 1 ft. 3½ in. long overall, and has a full-fusion pressure-welded handle.

**(PM 947.)**

## DIESEL COMPRESSOR

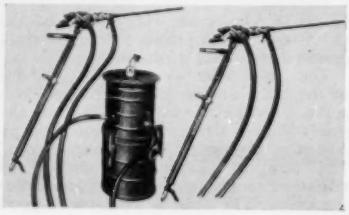
UNTIL comparatively recently it was not possible to build economically a small portable diesel-driven air compressor in the 10-15 c.f.m. class because no manufacturer could supply a suitable air-cooled diesel engine. Now, however, this well-known portable compressor unit is being built with a 3½ h.p. diesel



engine. It is designed for continuous spray painting as well as operating small pneumatic tools and it is, the makers say, the ideal machine for the painting contractor, for works maintenance crews and for agricultural use. **(PM 948.)**

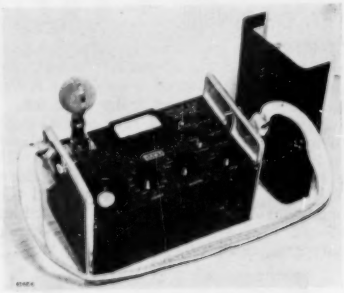
## DUST EXTRACTOR

FOR rock or coal, this *Hemborn* dust extractor provides a solution to the problem of dust and an alternative to wet drilling. The makers claim that it totally absorbs all drill-dust, at source, through the holes in the bit. It can be used with all types of percussive, rotary and vibro drills, and no special hammer drill construction is necessary. The drill-rod is free in the hole, no seal or other attachment being required at the mouth. The extractor has already undergone tests by mining institutes and experts. **(PM 949.)**



## SOUND LEVEL METER

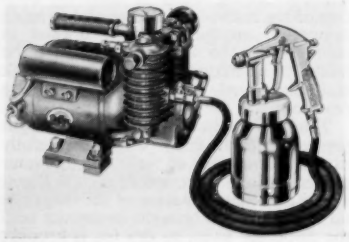
THIS sound level meter, *Type* 1400, carries out many acoustic measurements over a wide range of frequency and intensity. Typical applications include



the measurement of acceptable sound levels for vacuum cleaners, fans, fluorescent-light fittings, large power transformers, and also the detailed investigation of noise levels in factories and offices. **(PM 950.)**

## HAND SPRAY

WHEREVER the volume of work does not warrant the use of larger equipment, this *Handispray* will be of value in handling a variety of finishes. These include distempers, oil and emulsion paints, cellulose and synthetics, and it can also be used to spray creosote, insecticides and DDT solution. The three interchangeable nozzles, which are available,



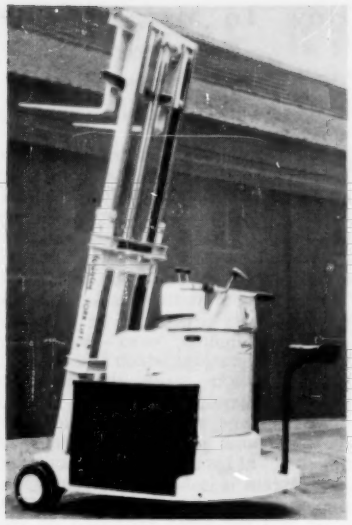
should solve any problems of application. Also available is an air chuck which enables the unit to be used for tyre inflation purposes. **(PM 951.)**

# *Handling*

## FORK TRUCK

THIS new electric fork truck is a development of an earlier model. It incorporates a number of refinements and additional features giving easier driving control and better performance, and enabling the load rating to be increased to 1,250 lb. at 15 in. centres with a lift of 7 ft. 6 in.

The enclosed series wound traction motor is operated by a five-step foot-

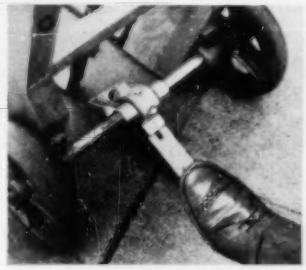


actuated controller, and heavy duty resistance, and it has a four-speed gear box. The hydraulic pump is driven by a separate electric motor automatically controlled by manual operation of the hydraulic valves. The truck is braked on all wheels for extra safety. It has the ability to work in confined spaces and narrow gangways, being only 36 in. wide, 83 in. long overall, including standard forks, and 67 in. high. The power unit and steering assembly allow a full turn through 90° in either direction.

**(PM/952.)**

## SACK LIFTING

THIS new device, the *Trolliped*, can be fitted to all types of sack trolleys and helps the operator to handle any kind of load. It is designed to stop the trolley running back on the operator when lifting, and he can keep both feet



on the ground and apply maximum leverage in safety. It can be fitted to any round-axle trolley or be supplied already fitted to the maker's own trolleys.

**(PM/953.)**

## FREIGHT LIFTER

THIS heavy-duty fork-lift truck has been designed to operate in the confined space of factories and workshops. The steering lock of 73° can be applied instantly with ease, even when the truck is stationary, and the truck

can manoeuvre in intersecting gangways only 9 ft. 6 in. wide.

The truck has a capacity of 12,000 lb., and is driven by a diesel engine. The brakes and steering are power assisted and the telescopic mast is roller mounted to reduce friction. Although primarily intended for operation on level surfaces, the truck is fitted with a self-aligning steering axle which enables it to cross with safety and stability such obstacles as sunken railway lines and potholes.

A jib attachment can be supplied which, it is claimed, makes the truck an efficient mobile crane with a capacity of 2—2½ tons, according to outreach from the mast. **(PM/954.)**


# The skilled man you need . . .

If you are looking for skilled replacements, there is no surer way of finding them than through the classified columns of the "Daily Herald." Nearly 4,000,000* skilled workers read the "Daily Herald" every day. Among them, almost certainly are the men you are looking for.

**Every classified advertisement appears in ALL copies, covering TOTAL circulation.**

*Out of a total readership of 6,786,000 —I.P.A. Readership Survey.*

## . . . reads the DAILY HERALD

Rate 20/- per line. Communications should be addressed to:—Classified Advertisement Manager, DAILY HERALD, Acre House, Long Acre, London, W.C.2. Tel.: Temple Bar 1200 (Ext. 454 and 466).

## *Safety*

### REFLECTORISED SIGNS

NOW being produced and marketed in this country is an entirely new type of reflective sheeting, called "Scotchlite", from which are manufactured reflectorised emergency signs serving a wide variety of safety purposes especially in industry.

"Scotchlite" is claimed to be an extremely tough, long-lasting material that brilliantly illuminates under light. It is designed to give both day and night visibility and said to have a reflective power up to 235 times that of white paint.

This new sheeting consists of a thin, flexible, weatherproof film that can be mounted on practically any smooth surface. Its reflecting surface is coated with millions of microscopic glass "lenses" each of which is a perfect sphere. When light strikes the sheeting these "lenses" break it up into thousands of small beams that are reflected directly back to the source of light. At all times "Scotchlite" not only reflects light in one direction but also that direction is back to its source.

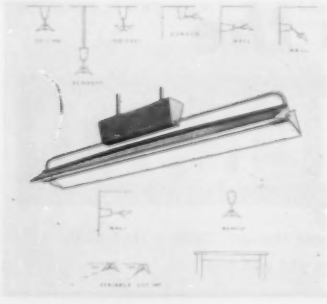
"Scotchlite" comes in a number of types and a variety of colours. One type, regular film, is designed to be used especially where the reflective surface is placed nearly perpendicular to the incoming light rays; another, wide angle film, for reflectorising curved surfaces or surfaces at an angle to the observer. A third type is signal film for direct overlay texts and a fourth is a reflectorised textile for sewing to uniforms, life jackets, etc.

So far as industry is concerned, say the makers, its uses include the signposting of highways, railroads, mines, harbours, waterways and airports; also for licence plates and the identification of vehicles. It can also be used to good effect in the dark areas of factories. **(PM/955.)**

## *Lighting*

### MULTI-PURPOSE FITTING

THIS 5 ft., 80-watt fluorescent lighting fitting intended for industrial and commercial use has unique features of adjustability to render it suitable for a variety of mounting positions. It is also designed to provide a higher proportion of light radiation above the horizontal than is usual with this class of fitting.



The adjustable features of the fitting permit control of light distribution in two ways. Firstly the rods supporting the lamp/reflector assembly are rotatable relative to the control box to alter the mounting angle. Once positioned the rods may be locked in one of several predetermined positions or alternatively, arrangements can be made to secure them at any desired angle. Secondly the reflectors are adjustable as regards their angular separation. They may be locked in either of two predetermined positions giving cut-off values of 20° and 35°. Alternatively the reflectors may be locked in positions to provide other cut-off values as desired.

The reflectors are detachable from the lamp supports and may be used together or singly, and may also be reversed for indirect lighting.

The fitting may be mounted direct to wall or ceiling or installed as a pendant fitting with rods or chains. **(PM/956.)**

## How To Manage Office Personnel

*(Continued from page 635)*

in those who are called upon to do unnecessary work.

The typist who is required to do a long piece of work twice because somebody did not realise in the first instance how many copies would be needed, can hardly be criticised for adopting a cynical attitude towards all observations on office efficiency! The copying of matter from magazines or newspaper articles is an example of non-productive work—by which is meant operations which add nothing to the previous stage—the incidence of which would be avoided by the office manager who has taken care to have some kind of photocopying apparatus at his disposal. This descent—if descent it is—from the general to the particular may show on a small scale that the views expressed on the proper employment of human beings are not just pious sentiments, but are susceptible to practical fulfilment. It may also be apparent that this implementation may, as already suggested, be achieved by attention to unexciting detail.

Like every other activity, office management is concerned with both the abstract and the material; so, the contributions which the office manager can make towards the mental welfare of his staff must be complemented and supplemented by attention to their physical and material welfare. Suitable work places, the tools for the job, lighting, decorations, ventilation and all the factors which make surroundings pleasant or unpleasant, well or ill-designed for the purpose in hand are all within the sphere of office management.

Now, it may well be objected that all these desiderata can only be fulfilled by wealthy employers who are enjoying a seller's market and possibly are under some compulsion to go out and look for staff rather than business. It may, perhaps, be true that complete fulfilment of all this can only be expected under such conditions and that a change in the economic climate might alter attitudes on both sides. However, there is worse advice than: "Aim at a star and you may clear the top of the hedge." If we set our sights too high we may have to lower them for a while, but it would be a poor thing to accept the second-best from the start!

*(To be continued)*

# DO YOU KNOW?

A lady writes: "My little boy of 9 years had Eczema on his wrists and under his nose for almost two years . . . was surprised and delighted with the difference in his skin after the very first application of ILODERM."

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A gentleman writes: "I am writing to show my appreciation of your wonderful ILON Abscess Salve. I have used it in the treatment of a Carbuncle on my hip. After the first application the severe pain and inflammation diminished rapidly. In a few days the Carbuncle had disappeared and the wound completely healed.

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Nuway prevents accidents and breakages.
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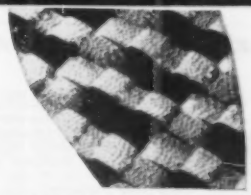
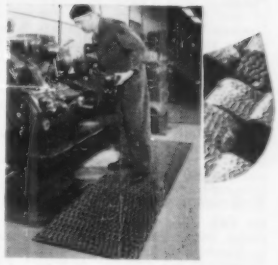
Nuway reduces breakages of, or damage to, components due to their being dropped, e.g. edge tools, delicate parts, instruments, etc.

*SPECIMEN SECTIONS ON REQUEST.*





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# *Summary of Official Publications*

## READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

### STATUTORY INSTRUMENTS

**No. 494. The National Insurance (Industrial Injuries) (Colliery Workers Supplementary Scheme) Amendment Order, 1955.** Dated March 30, 1955, made by the Minister of Pensions and National Insurance under section 83 of the National Insurance (Industrial Injuries) Act, 1946 (c). *H.M.S.O.* 2d. (Varies and amends the provisions of the National Insurance (Industrial Injuries) Colliery Workers Supplementary Scheme relating to the rates of supplementary injury benefit, disablement pension and widow's pension under the scheme.) Operative from April 13, 1955.

**No. 544. The Rubber Manufacturing Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1955.** Dated April 6, 1955, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 2d. (Amends Orders R.U.38 and R.U.40 by increasing the statutory minimum remuneration fixed by those Orders. Order R.U.40 is revoked.) Operative from April 25, 1955.

**No. 549. The Coal Mines Regulation (Suspension) Order, 1955.** Dated April 7, 1955, made by Order in Council under Section 4 of the Coal Mines Regulation Act, 1908 (a). *H.M.S.O.* 2d. (Suspends the operation of the relevant sections of the Coal Mines Regulation Act, 1908, in so far as it applies to coal mines, on Friday afternoons and Saturday mornings for the period from the expiry of the Coal Mines Regulation (Suspension) (No. 2) Order, 1954, to April 30, 1956.) Operative from May 1, 1955.

### INDUSTRIAL DISPUTES TRIBUNAL AWARDS

**No. 699. Grading and Remuneration of Certain Laboratory Technicians employed by the University of Sheffield. Claim**: Dispute arising out of a claim concerning the grading and remuneration of certain named technicians. **Award**: Claim not established. (28/3/55.)

**No. 700. Remuneration of Certain Workers Employed by a Firm of Glove Makers at Crewkerne. Claim**: Dispute arising out of a difference between the parties in regard to the application of the terms of Award No. 519 of the Industrial Disputes Tribunal to certain of the company's workers. **Award**: That the increase of 5 per cent awarded by the Tribunal in their Award No. 519 shall be applied to the production bonus payments made by the Company to their semi-skilled cutters. (29/3/55.)

**No. 701. Observance of the Terms o a Specified Agreement by a Firm of Steel Founders at Glasgow. Claim**: Whether the Company should observe the terms and conditions of employment as laid down in a specified agreement in the engineering industry. **Award**: That the Company shall observe the aforesaid terms and conditions of employment. (30/3/55.)

**No. 702. Basic Rates of Wages of Tenters Employed in the Carpet Industry in Scotland. Claim**: For an increase of 10 per cent on the existing basic minimum rates. **Award**: Claim not established.

**No. 703. Remuneration of Certain Porters Employed in Hospitals within the National Health Service. Claim**: That porters promoted to a higher-paid post of porter should continue to receive the payment made to them in lieu of uniform. **Award**: Claim not established.

**No. 704. Remuneration of a Certain Worker Employed by a Firm of Electrical Contractors at Birmingham. Claim**: That a named worker, whilst employed on a particular job, should have been paid for travelling time in accordance with clause (1) of the Travelling Time and Fares Agreement in the electrical contracting industry. **Award**: That the worker shall receive payment in accordance with the aforesaid Agreement. (15/4/55.)

**No. 705. Rates of Wages of Certain Workers Employed at the Various Factories of the Imperial Tobacco Company. Claim**: Dispute regarding the job rates applicable to three specified classes of female workers. **Award**: That the differential rates for the workers herein concerned over and above the minimum basic rate for female workers shall be 6s. per week for automatic catcher girls and for roll makers-off and 9s. per week for spinners. (18/4/55.)

**No. 706. Remuneration of Clerical Staff of a Firm of Orthopaedic Appliance and Artificial Limb Manufacturers at Roehampton. Claim**: For an increase of 15s. per week in basic salaries. **Award**: Claim not established. (19/4/55.)

### INDUSTRIAL COURT AWARDS

**No. 2563. Funeral and Cemetery Workers** employed by London Firms. **Reference**: To determine a claim by the Union and a counter-claim by the London Association that the Working Agreement between them be amended. **Award**: The weekly adult wage rates set out in Part I of the Memorandum of Agreement dated November, 1953, shall be increased by 12s. per week, with proportionate increases for workers under 21 years of age. Except as provided above, the Court find against the claim of the Union and the counter claim of the Association and award accordingly. (16/4/55.)

**No. 2564. Civil Air Transport. Reference**: To determine a "difference" existing between the parties following a claim from the employees for the payment of a London Allowance on the basis of 18s. per week for salaries over £442 per annum and not exceeding £470 per annum, then rising by an allowance of 1s. per week for each £50 (or part of £50) per annum of basic salary up to a maximum allowance of 40s. per week (£104 per annum). **Award**: Claim not established. (16/5/55.)

**No. 2565. National Health Service. Reference**: To determine a difference between the Management and Staff Sides of Committee C of the Medical Council of the Whitley Councils for the Health Services (Great Britain) arising out of the Staff Side's proposals for revised salary scales for Medical Officers employed by Local Authorities. **Award**: The salary scales for Medical Officers of Health shall be between £1,625 and £1,830, with four increments of £52 10s., for a population group not exceeding 75,000 rising to between £2,500 and £2,900 for a population group not exceeding 600,000, with three increments of £100. Over 600,000, salary and increments at discretion. The salary scales for Senior Medical Officers to be £1,415 by £50 increments to £1,765, then by £65 to £1,830, and for Medical Officers in Departments to be £975 by £50 to £1,375. (20/5/55.)

**No. 2566. Government Industrial Establishments. Reference**: That the Civilian Fire Brigade at the R.N. Aircraft Yard, Donibristle, be paid the normal prescribed industrial rates together with overtime, night duty or shift rates as appropriate for all hours of attendance. **Award**: Claim not established. (23/5/55.)

**No. 2567. Railway Shopmen. Reference**: To determine the claim of the Employees' Side of the Railway Shopmen's National Council that Railway Workshop staff required to work on paid Bank and Public Holidays shall be granted a day's leave with pay in lieu in respect of such Bank and Public Holiday turn work, namely, that the conditions attaching to the two days' leave which was granted prior to Industrial Court Award No. 2,509 should be extended to the four additional days for payment granted under this Award. **Award**: Claim established. (3/6/55.)

### GENERAL

**Civil Service Arbitration Tribunal Award No. 277. Claim**: For a revision of scales of pay for the grades of Technician IIA, Technician IIB and Labourer. **Award**: That a Technician IIA should receive on entry £7 10s. 6d. rising by annual increments to £9; likewise Technician IIB £7 6s. to £8 14s., and Labourer £7 1s. (21/4/55.)

**Explosion from a Multitubular Economic Boiler** at the Works of a Company in Stratford, London. No. 3374, Report of Preliminary Enquiry. *H.M.S.O.* 1s. 6d.

**Explosion from a Steam Trap** at the Mill of a Company in Maidstone, Kent. No. 3377, Report of Preliminary Enquiry. *H.M.S.O.* 1s.

**List of Statutory Instruments** for February, 1955. *H.M.S.O.* 4d.

**Direction of International Trade.** Statistical papers published by the United Nations, March, 1955. *H.M.S.O.* 3s. 9d.

**Chronological Table of the Statutes,** covering legislation to December 31, 1954. *H.M.S.O.* 52s. 6d.

**Staff Relations in the Civil Service.** 2nd Edition, 1955. *H.M.S.O.* 1s. 6d.

## *June Diary for Management*

**BACIE**

5-10 **Roffey Park.** Five-day Training Officers' Course, Organised jointly by BACIE, the Institute of Personnel Management, the Industrial Welfare Society and the National Institute of Industrial Psychology.

**BIRMINGHAM AND DISTRICT INDUSTRIAL SAFETY GROUP**

24-July 1. **Birmingham.** Third Safety and Factory Efficiency Exhibition.

**BRITISH COUNCIL FOR REHABILITATION**

6-7 **Manchester,** College of Technology. Two-day Course on "Rehabilitation of the Handicapped".

**COLLEGE OF PRODUCTION TECHNOLOGY**

6-10 **Ashford (Kent).** Five-day Course in Method Study.
6-17 **Ashford (Kent).** Two-week Course in Work Study.
20-24 **Ashford (Kent).** Five-day Course in Method Study.
20-24 **Ashford (Kent).** Five-day Course in Materials Handling.

**INDUSTRIAL CATERING ASSOCIATION**

14 **Perry Bar, Birmingham.** Lecture on "Catering Fun", by Messrs. George Ellison Ltd.

**INDUSTRIAL WELFARE SOCIETY**

6-17 **London.** First Overseas Executives Course.
8 **London.** Women Supervisors.
21&28 **London.** Canteen Meetings. "News and Views from America."
9 **Manchester.** As above.
14 **Birmingham.** As above.
23 **Glasgow.** As above.

**INSTITUTE OF PERSONNEL MANAGEMENT**

19-24 **Harrogate.** Five-day residential study Course on Employment and Welfare.
28-July 1. **Cambridge.** Conference for Overseas Visitors.

**INSTITUTION OF PRODUCTION ENGINEERS**

16-19 **Margate.** Conference on the Automatic Factory.

**NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY**

2 & 3 **London.** Two-day Conference on Selection Methods.
6-10 **London.** Part I of Selection Methods Course.
13-17 **London.** Part III of previous Selection Methods Course.

## *"Room to Expand"*

THE Board of Trade has produced a new, illustrated booklet, "Room to Expand." It describes the facilities which the Development Areas and Northern Ireland offer to manufacturers who are thinking about new factories. It is available, free, from the Board of Trade, Horse Guards Avenue, London, S.W.1, or from their regional offices.

## IN BRIEF

(*Continued from page 637*)

TWO hundred members of *Hoover Limited's* staff and their wives, representing all grades of employees in the sales-service organisation, were invited from all over Great Britain and Northern Ireland to attend the Derby as guests of the company, as a reward for their efforts in the sales-service field.

* * *

"Of course the ideal thing is to combine cleverness with energy but the higher you get, the greater is the need for sheer cleverness. To be thoughtlessly busy all the time is merely to dope yourself. It is merely to shirk what has been rightly called 'the intolerable toil of thought'. Top-level work is a matter of taking pains, real pains, not of merely doing what you can do comfortably. That itself may be worth fairly good pay but from the standpoint of real top-level work it is no more than a pastime."

*John Spedan Lewis*, The Gazette, 14/5/55.

* * *

A party of 24 medical students from the Westminster Hospital medical school toured the meat-products' and bacon-curing factories and abattoir of T. Wall & Sons (Meat Products) Ltd., at Atlas Road, Willesden, on May 12. The visit formed part of a course on social medicine and public health organised by Dr. Charles Seeley, of the Ministry of Health and a lecturer at Westminster Hospital, who headed the party.

### RoSPA President Resigns

SIR CHARLES BARTLETT has, for health reasons, tendered his resignation from the post of President of the Royal Society for the Prevention of Accidents. A former chairman and managing director of *Vauxhall Motors Ltd.*, Sir Charles was elected President in October, 1953, in succession to Lord Llewellin, who relinquished the office when he was appointed Governor-General of the Central African Federation.

Sir Charles was the Society's seventh President, and also among his predecessors were Lord Brentford and Lord McGowan.


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# First World Congress On Safer Working

(*Continued from page 631*)

of machinery must not think only of the technical purpose of his invention. He must think also of the man who will serve it and of the possible results of unforeseen events, which may be due as much to the man as to the machine itself.

Fr. Agostino Gemelli, O.F.M., of Italy, taking as his subject "Vocational Selection and Guidance" in connection with industrial accident prevention, advocated more and better examination of actual accidents in order to seek for their true causes so that the management of any given concern can eventually arrive at the stage where they are certain that environmental factors do not have any adverse influence on the activity of the individual. He added that it is in those enterprises where specialisation of labour and assembly-line production can completely nullify the individuality of the human being by tying his activities to the rhythm of machines, that the individual's lack of adaptation is the direct cause of accidents. For this reason, said Fr. Gemelli, management must remember that the worker is a human being and that present-day industrial organisation has torn him out of his life, to buy his time and his activity for the service of the enterprise.

## *A Moral Duty*

No matter what the subject or which country the speaker came from, there was complete agreement that it is the duty of all concerned in industry to take the question of industrial accident prevention seriously especially in view of the fact that, with the increased industrialisation of modern life particularly since the War, the number of industrial accidents has increased. In some fields and in some countries, further legislation may still be required; technical progress must continue to be made but above all, good human relationships must be established and the responsibility which one man has for the other must be recognised. This was the message of the First World Conference on Industrial Accident Prevention.

It is not a new message in this country, but one which has been taught by individuals anxious for the betterment of their fellow-men; by Government legislation and by voluntary bodies for perhaps longer than it has been in any other country. What was new was the fact that representatives from many nations—some only just beginning their industrial life—and representing many different political conditions, should agree and signify their agreement by coming together to exchange knowledge and experience and to learn from each other.

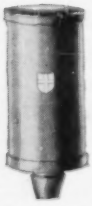
### 5 Safety Points

1. *Safety committees need management's wholehearted support.*
2. *A safety officer needs more than technical knowledge: he must know also how to persuade and convince.*
3. *Designers should not only think of a machine's technical purpose but also of the man who will work it.*
4. *Actual accidents should be studied more closely so that more is learnt about their true causes.*
5. *The need to provide safe working conditions should be part of all technical training.*

Skin Cleanser? Me?

Yes, You! Any skin specialist will tell you that real trouble can start from dirt or grease-clogged pores only half cleaned and wholly unprotected by soaps and 'solvents'. It's commonsense to ensure that HOMACOL Antiseptic Skin Cleanser (in Homacol Economy Dispensers) is available in all washrooms. There is no surer cleanser for work-grimed skins—no stronger defence against industrial dermatitis.

*Samples in Jelly or Liquid form will be sent with full particulars and prices on request.*



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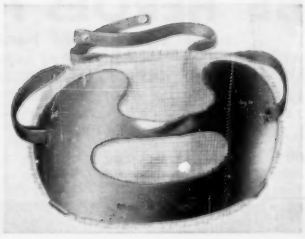

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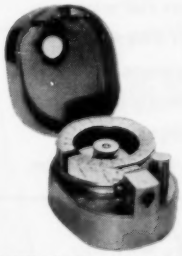
# BLICK

## WATCHMAN'S CLOCK



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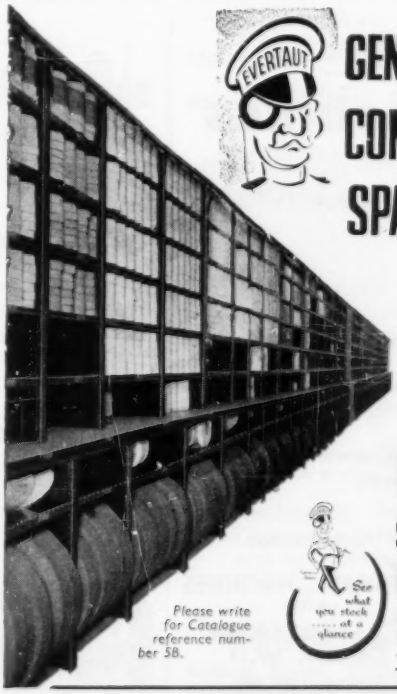




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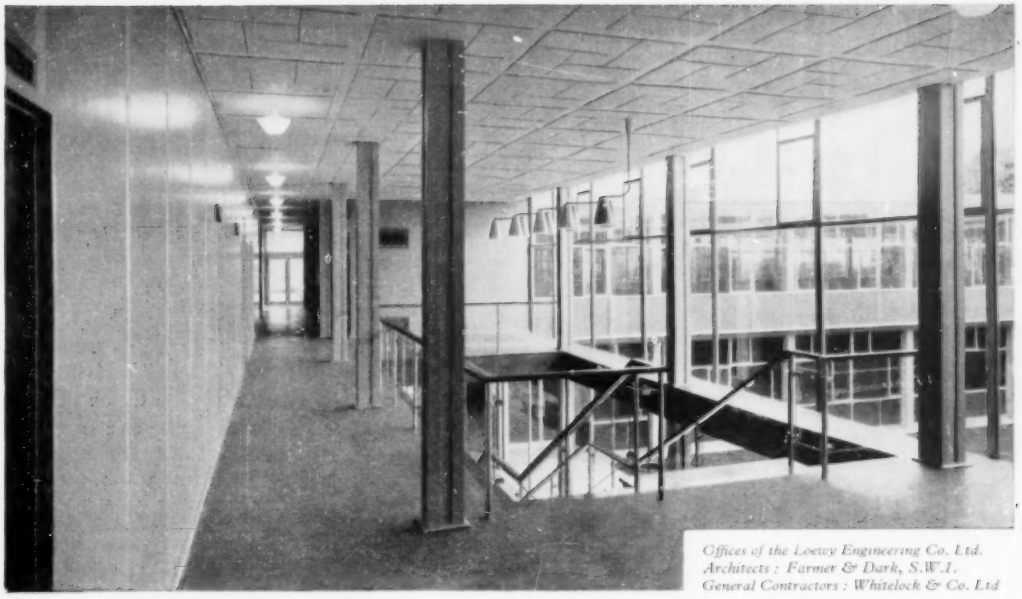

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